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*OCCUPATIONAL*  
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COMMAND AND CONTROL

AFSC 1C3X1

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OCCUPATIONAL ANALYSIS PROGRAM  
AIR FORCE OCCUPATIONAL MEASUREMENT SQUADRON  
AIR EDUCATION and TRAINING COMMAND  
1550 5th STREET EAST  
RANDOLPH AFB, TEXAS 78150-4449

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## **PREFACE**

This report presents the results of an Air Force Occupational Survey of the Command and Control career ladder (AFSC 1C3X1). Authority for conducting occupational surveys is contained in AFI 36-2623. Computer products used in this report are available for use by operations and training officials.

Chief Master Sergeant Wendell L. Beatty, Inventory Development Specialist, developed the survey instrument. First Lieutenant Aaron S. Quinichett, Occupational Analyst, analyzed the data and wrote the final report. Master Sergeant Corrie Wharton and Olga Velez provided computer programming support, and Ms. Raquel A. Soliz provided administrative support. Major Randall C. Agee, Chief, Airman Analysis Section, Occupational Analysis Flight, Air Force Occupational Measurement Squadron (AFOMS), reviewed and approved this report for release.

Copies of this report are distributed to Air Staff sections, major commands, and other interested training and management personnel. Additional copies are available upon request to the AFOMS, Attention: Chief, Occupational Analysis Flight (OMY), 1550 5th Street East, Randolph AFB, Texas 78150-4449 (DSN 487-6623).

**RICHARD C. OURAND JR., Lt Col, USAF**  
Commander  
Air Force Occupational Measurement  
Squadron

**JOSEPH S. TARTELL**  
Chief, Occupational Analysis Flight  
Air Force Occupational Measurement  
Squadron

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## SUMMARY OF RESULTS

1. **Survey Coverage**: The Command and Control (AFSC 1C3X1) career ladder was surveyed to obtain data needed to update AFMAN 36-2108, *Specialty Training Standards*, Career Development Courses, Specialty Knowledge Tests, and the training courses. Survey results are based on 1,359 responses from AFSC 1C3X1 personnel, which constitutes 61 percent of the assigned population.
2. **Specialty Jobs**: Structure analysis identified four clusters of jobs and three independent jobs: the Controller cluster, the Training cluster, the Supervisor cluster, the SORTS job, the Mission Manager cluster, the Search and Rescue job, and the Inspector job.
3. **Career Ladder Progression**: Personnel in the Command and Control career ladder show a typical pattern of career progression. Three-skill level personnel perform essentially technical tasks. At the 5-skill level, a moderate shift towards supervisory functions occurs, with members still spending more than 85 percent of their job time performing technical duties. Seven-skill level personnel spend 35 percent of their duty time performing managerial and supervisory functions, showing an increase in responsibility as a result of experience. Specialty descriptions in AFMAN 36-2108 provide a broad and accurate overview of tasks and duties performed within the career ladder.
4. **Training Analysis**: A match of survey data to the AFSC 1C3X1 Specialty Training Standard (STS) identified three entries on the STS not supported by survey data. In addition to this, a similar match of data to the Plan of Instruction (POI) for the E3ABR1C331-005 (Air Mobility Command) and E3ABR1C331-006 (Air Combat Command) courses revealed that one POI learning objective was not supported. Career ladder functional managers and training personnel should carefully review these unsupported STS and POI entries to justify their continued inclusion in the training documents.
5. **Job Satisfaction Analysis**: Overall, job satisfaction responses were lower than those previously surveyed in the Command and Control career ladder in 1987, and comparatively lower than a sample of similar Air Force personnel surveyed in 1994. Job satisfaction was higher in the Supervisor cluster and Search and Rescue job than the other clusters and jobs. This decline in job satisfaction should be considered by career ladder functional managers in determining the future direction of the career field.
6. **Implications**: The AFSC 1C3X1 career ladder structure identified in this report is similar to that found in the 1987 Occupational Survey Report. The AFMAN 36-2108 *Specialty Descriptions* accurately describe the jobs and tasks performed by personnel at all skill levels, and overall satisfaction was positive for the some of the jobs identified, however, the least amount of job satisfaction was indicated in three jobs comprising 65 percent of the total sample.

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**OCCUPATIONAL SURVEY REPORT (OSR)  
COMMAND AND CONTROL CAREER LADDER  
(AFSC 1C3X1)**

**INTRODUCTION**

This is a report of an occupational survey of the Command and Control career ladder conducted by the Occupational Analysis Flight, Air Force Occupational Measurement Squadron. This survey was conducted in order to provide current data for routine updating of the career ladder classification guidance and training programs. The last survey pertaining to this career ladder was published in April 1987 (AFSC 274X0).

Background

As described in the AFMAN 36-2108 *Specialty Descriptions* for the Command and Control Specialty, 3- and 5-skill level members receive, process, and control data in operational reports to meet command and control management requirements. They receive, assemble, rearrange, and edit data; identify and correct errors; review and audit reports; extract and tabulate data for special studies; suspense control data and reports; and code data for transmission. Command and Control specialists transmit instructions to coordinate, execute, and control deployment of aircraft, missiles, crews, and support forces; "flight-follow" aircraft; and maintain worldwide weather status and geographical displays. They also operate and monitor voice and electrical communications systems and initiate emergency actions for suspected or actual sabotage, nuclear accidents, natural disasters, aircraft evacuations, dispersals, accidents, and all command interest items.

In addition, 7-skill level members plan and schedule command and control activities. They analyze processed data and ascertain that desired information has been obtained, and assist in determining workflow and manning. They also prepare, assign precedence, and release command and control displays or briefings and analyze, maintain, and perform edit tests of automated command and control data bases.

The 9- and CEM skill-level members plan, organize, direct, inspect, and evaluate command and control activities. They analyze data needs and define requirements, develop procedures, interpret data, and recommend improvements.

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Entry into the career ladder currently requires applicants to obtain a minimum Armed Forces Vocational Aptitude Battery (ASVAB) General score of 48 and meet the strength factor of G (ability to lift 40 lbs). Initial 3-skill level training for AFSC 1C3X1 personnel is provided through a 5-week, 2-day course taught at Keesler AFB MS. The Command and Control Specialist course, E3ABR1C331 005, provides fundamental instruction for procedures accomplished in Air Force command posts in the Air Mobility Command. The E3ABR1C331 006 course provides instruction for 3-skill level members assigned to Air Combat Command.

## **SURVEY METHODOLOGY**

### Inventory Development

The data collection instrument for this occupational survey was USAF Job Inventory (JI) AFPT 90-274-998, dated October 1992. A tentative task list was prepared after reviewing pertinent career ladder publications and directives, and tasks from the last OSR of this specialty. The preliminary task list was refined and validated through personal interviews with 43 subject-matter experts (SMEs) representing MAJCOMs at the following locations:

<u>BASE</u>	<u>UNIT AND REASON FOR VISIT</u>
Keesler AFB MS	Technical Training School
Scott AFB IL	HQ AMC (has the Tanker Airlift Control Center (TACC), a MAJCOM and wing level command post)
Offutt AFB NE	USSTRATCOM (headquarters for U.S. Strategic Command)
Ellsworth AFB SD	28 BW (has 4 wings with combination of missiles, bombers, and tankers)
Charleston AFB SC	437 AW (represents the long-haul, strategic airlift component)
Pope AFB NC	624 ALSG (represents tactical airlift)
Seymour Johnson AFB NC	4 WG (composite wing of former SAC and TAC resources)
Langley AFB VA	HQ ACC (headquarters for Air Combat Command)

The resulting PI contained a comprehensive listing of 419 tasks grouped under 12 duty headings. A background section requested information such as grade, job title, time in present job, time in service, job satisfaction, facility assigned to, and a list of equipment utilized in the performance of the incumbent's job.

#### Survey Administration

From April through December 1993, Military Personnel Flights at operational bases nationwide administered the inventory to eligible AFSC 1C3X1 personnel. Each individual who completed the inventory first filled in an identification and biographical information section and then checked each task they performed in their current job. After checking all tasks performed, each individual rated each task on a 9-point scale showing relative time spent on that task, as compared to all other tasks checked. The ratings ranged from 1 (very small amount time spent) through 5 (about average time spent) to 9 (very large amount spent).

Using the ratings provided by the respondents, relative time spent for each task was computed by summing all the ratings given by the respondent, dividing each rating by that sum, and multiplying the result by 100. Assuming that all of the incumbent's ratings account for 100 percent of that member's job time, this procedure provides basis for comparing job descriptions of respondents in terms of percent members performing tasks and average percentage of time spent on tasks.

#### Survey Sample

Participants for this survey were selected from a computer-generated mailing list obtained from current personnel data tapes maintained by the Air Force Military Personnel Center (AFMPC). Members considered eligible included the total of assigned 3-, 5-, 7-, and 9-skill level members, plus the Chief Enlisted Managers excluding the following: (1) hospitalized personnel, (2) personnel in transition for a permanent change of station, (3) personnel retiring during the administration period, and (4) personnel in their jobs less than 6 weeks. The sample returns were closely examined to ensure an accurate representation across MAJCOMs and paygrades. Table 1 reflects the distribution, by MAJCOM, of assigned AFSC 1C3X1 personnel as of October 1993. The 1,359 respondents in the final sample represent 61 percent of all assigned AFSC 1C3X1 personnel and 86 percent of those identified as eligible to participate. Table 2 reflects the paygrade distribution of the sample and the assigned population. Information in these two tables show the resulting sample is representative of the Command and Control career ladder as a whole.

**TABLE 1**  
**MAJCOM REPRESENTATION IN SAMPLE**

<u>COMMAND</u>	<u>PERCENT OF ASSIGNED</u>	<u>PERCENT OF SAMPLE</u>
ACC	24	26
AMC	24	24
USAFE	12	11
PACAF	10	10
AFMC	6	7
AETC	5	6
ELM	4	3
SPC	3	3
EUR	3	2
SAJ	2	1
OTHER	7	7

TOTAL ASSIGNED = 2,218  
 TOTAL SURVEYED = 1,575  
 TOTAL IN SAMPLE = 1,359  
 PERCENT OF ASSIGNED IN SAMPLE = 86%  
 PERCENT OF SURVEYED IN SAMPLE = 72%

**TABLE 2**  
**PAYGRADE DISTRIBUTION OF SAMPLE**

<u>PAYGRADE</u>	<u>PERCENT OF ASSIGNED</u>	<u>PERCENT OF SAMPLE</u>
E-1 to E-3	11	9
E-4	21	22
E-5	28	29
E-6	18	19
E-7	16	16
E-8	4	4
E-9	1	1

### Task Factor Administration

Job descriptions alone do not provide sufficient data for making decisions about career ladder documents or training programs. (Task factor information also helps to analyze the career ladder.) To obtain this needed task factor data, selected senior Command and Control personnel (generally E-6 or E-7 technicians) also completed a second booklet providing either training emphasis or task difficulty ratings. These booklets were processed separately from the JIs, and the resulting information is used in a number of analyses discussed in more detail within this report.

**Training Emphasis (TE):** TE is defined as the amount of structured training first-enlistment personnel need to perform tasks successfully. Structured training is defined as training provided by resident technical schools, field training detachments (FTD), mobile training teams (MTT), formal or any other organized training method. Thirty-eight experienced Command and Control NCOs rated the tasks in the inventory on a 10-point scale ranging from 0 (no training required) to 9 (extremely high amount of training required). The interrater agreement for these raters was acceptable. The average TE rating for AFSC 1C3X1 was 2.39, with a standard deviation of 3.27. Any task with a TE rating of 5.66 or greater is considered to have a high TE.

**Task Difficulty (TD):** TD is defined as the length of time required by the average airman to learn to perform a task. Forty-three experienced Command and Control NCOs rated the difficulty of the inventory tasks on a 9-point scale ranging from 1 (easy to learn) to 9 (very difficult to learn). Interrater agreement was again acceptable. TD ratings are normally adjusted so tasks of average difficulty have a value of 5.0, with a standard deviation of 1.0. Thus, any task with a TD rating of 6.00 or above is considered difficult to learn. When used in conjunction with the primary criterion of percent members performing, TD and TE ratings can provide insight into first-term personnel training requirements. Such insights may suggest a need for lengthening or shortening portions of instruction supporting AFS entry-level jobs.

### **SPECIALTY JOBS** (Career Ladder Structure)

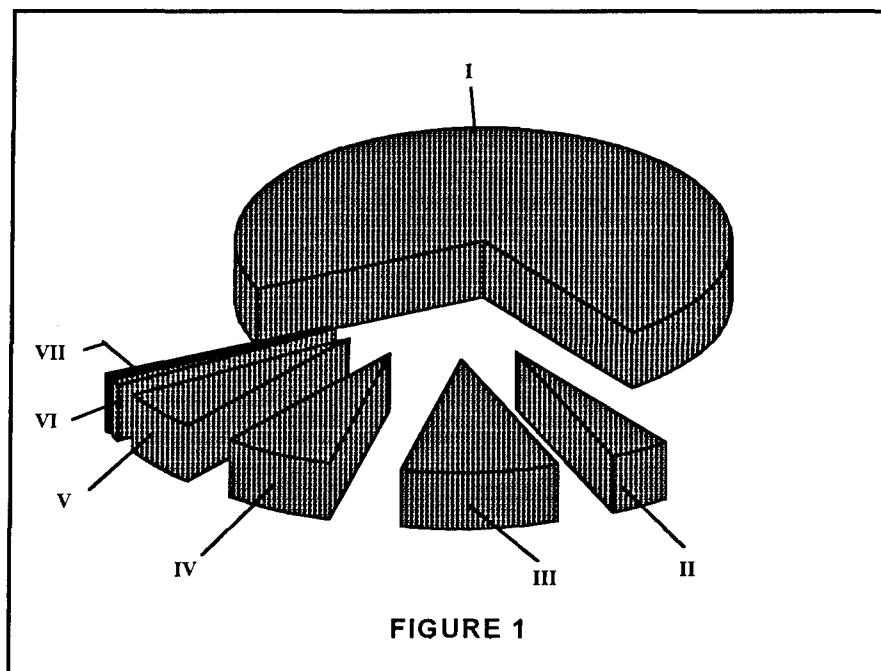
The first step in the analysis process is to identify the structure of the career ladder in terms of the jobs performed by the respondents. Comprehensive Occupational Data Analysis Programs (CODAP) assist by creating an individual job description for each respondent based on the tasks performed and relative amount of time spent on the tasks. The CODAP automated job clustering program then compares all the individual job descriptions, locates the two descriptions with the most similar tasks and time spent ratings, and combines them to form a composite job description. In successive stages, new members are added to this initial group, or new groups are formed based on the similarity of tasks and time spent ratings. The basic group used in the

hierarchical clustering process is the Job. When two or more jobs have a substantial degree of similarity in tasks performed and time spent on tasks, they are grouped together and identified as a Cluster. The structure of the career ladder is then defined in terms of jobs and clusters of jobs.

### Overview of Specialty Jobs

Based on the analysis of tasks performed and the amount of time spent performing each task, three clusters and four jobs were identified within the career ladder. Figure 1 illustrates the jobs performed by AFSC 1C3X1 personnel. A listing of these jobs is provided below. The stage (STG) number shown beside each title references computer printed information; the letter "N" stands for the number of personnel in each group.

- I. CONTROLLER CLUSTER (STG64, N=811)
- II. TRAINING CLUSTER (STG125, N=43)
- III. SUPERVISOR CLUSTER (STG57, N=117)
- IV. STATUS OF RESOURCES AND TRAINING SYSTEM (SORTS) JOB (STG124, N=83)
- V. MISSION MANAGER CLUSTER (STG69, N=61)
- VI. SEARCH AND RESCUE JOB (STG164, N=12)
- VII. INSPECTOR JOB (STG229, N=5)



### Group Descriptions

The respondents forming these groups account for 84 percent of the survey sample. The remaining 16 percent were performing tasks or series of tasks which did not group with any of the defined jobs. Some of the job titles given by respondents which were representative of these personnel include: Payload Coordinator, Offensive Duty Tech, NCOIC Combat reports, Deputy USAFA CP, and NCOIC NATO operations.

Three clusters and four independent jobs were identified in the career ladder structure analysis. One cluster was comprised of jobs involving primarily supervisory and managerial functions, while one independent job solely involved training functions alone. The remaining two clusters and three independent jobs represented separate and distinct activities within the career ladder. Each of these five entities is highly specialized and basically stands alone within the career ladder with little or no significant overlap of common tasks performed with any of the other jobs. This high degree of specialization is the basis for the very diverse nature of this career ladder.

The following paragraphs contain brief descriptions of the four clusters and three jobs identified through the career ladder structure analysis. Appendix A lists representative tasks performed by members with each job, Table 3 displays time spent on duties, and Table 4 provides demographic information for each job discussed within this report.

Another way to illustrate these jobs is to group tasks performed together into groups of task modules. These modules were identified through CODAP co-performance clustering. This allows for a very concise display of where job incumbents spend most of their time, and thus, develops a comprehensive overview of each job. This clustering process shows the number of tasks included in a module, the average percent time spent on that module, a cumulative amount of time spent on the listed modules, and finally, an average percent members performing the particular task module. These modules were identified through CODAP co-performance clustering. Representative task modules are listed as a part of the job description. The list of modules with respective tasks is presented in Appendix B. Table 5 provides data showing the percent members performing selected task modules from each job identified in the study.

I. CONTROLLER CLUSTER (STG64, N=811). This is the core job of the career ladder, performed by 60 percent of the respondents. The overall mission of this job is to perform general command and control activities such as annotating command and control (C2) controller logs, securing voice communications systems, and performing security activities, such as witnessing and documenting the destruction of communications security (COMSEC) materials and actually destroying COMSEC materials. Members spend more than 60 percent of their job time in four technical duties: Performing General Command and Control Actions, Performing Security Actions, Performing Emergency Actions, and Supporting Flying Operations. They perform more tasks than any other job or cluster in the career ladder. Representative tasks performed by members within this cluster include:

TABLE 3

## AVERAGE PERCENT TIME SPENT ON DUTIES BY CAREER LADDER JOBS

DUTIES	CONTROLLER (STG64)	TRAINING (STG125)	SUPERVISOR (STG57)	SORTS (STG124)	MISSION MANAGER (STG69)	SEARCH AND RESCUE (STG164)	SEARCH AND INSPECTOR (STG229)
	6	11	25	14	9	11	14
A ORGANIZING AND PLANNING	3	4	12	4	9	7	3
B DIRECTING AND IMPLEMENTING	3	6	14	9	6	3	50
C INSPECTING AND EVALUATING	4	32	6	6	4	4	2
D TRAINING	8	6	11	10	3	7	12
E PERFORMING ADMINISTRATIVE ACTIONS	15	11	12	13	2	4	5
F PERFORMING SECURITY ACTIONS	32	19	11	8	20	48	2
G PERFORMING GENERAL COMMAND AND CONTROL ACTIONS	11	6	3	*	*	*	3
H PERFORMING EMERGENCY ACTIONS	6	2	4	35	1	3	8
I REPORTING OPERATIONAL ACTIVITIES	11	3	2	*	46	12	*
J SUPPORTING FLYING OPERATIONS	*	*	*	0	*	0	0
K SUPPORTING MISSILE OPERATIONS	*	*	*	0	*	0	0
L OPERATING FROM AIRBORNE COMMAND POSTS	*	*	*	0	*	0	0

\* Denotes less than 1 percent

TABLE 4

## SELECTED BACKGROUND DATA FOR CAREER LADDER JOBS

	CONTROLLER (STG64)	TRAINING (STG125)	SUPERVISOR (STG57)	SORTS (STG124)	MISSION MANAGER (STG69)	SEARCH AND RESCUE (STG164)	INSPECTOR (STG229)
NUMBER IN GROUP	811	43	117	83	61	12	5
PERCENT OF SAMPLE	60	3	9	6	5	1	0
<u>DAFSC DISTRIBUTION</u>							
1C331	4	0	0	5	3	0	05
1C351	53	44	6	46	56	83	0
1C371	38	56	58	43	41	17	20
1C391/00	4	0	36	6	0	0	0
<u>PAYGRADE DISTRIBUTION</u>							
E-1 to E-3	10	0	0	6	9	25	0
E-4	26	7	3	18	30	50	0
E-5	32	49	7	30	25	8	20
E-6	18	28	19	27	21	17	0
E-7	11	16	48	19	15	0	20
E-8	3	0	15	0	0	0	40
E-9	0	0	8	0	0	0	20
<u>AVERAGE NUMBER OF TASKS PERFORMED</u>	112	77	77	66	46	41	30
<u>AVERAGE MONTHS TAFMS</u>	129	146	214	144	127	94	57
<u>PERCENT IN FIRST ENLISTMENT</u>	16	2	1	9	15	25	0
<u>PERCENT SUPERVISING</u>	32	39	76	53	51	25	20

TABLE 5

## AVERAGE PERCENT MEMBERS PERFORMING TASK MODULES BY CAREER LADDER JOBS

TASK MODULE	CNTRLR (STG64)	TRNG (STG125)	SUPVR (STG57)	SORTS (STG124)	MSN (STG69)	MGR (STG164)	SAR (STG164)	INSPTR (STG229)
0001 COMSEC, CHECKLIST & PERFORMANCE	77	42	30	19	20	29	4	
0002 ADMINISTRATE EAMS & VERIFY MESSAGES	69	25	18	7	-	2	3	
0003 MAINTENANCE & SAFEGUARDING OF COMSEC MATERIALS	52	32	36	25	2	2	6	
0004 ADMINISTRATE SORTS & OPERATIONAL REPORTS	50	20	22	63	7	15	17	
0005 PREPARE BATTLE STAFF ASSISTANCE VISITS	47	17	27	22	13	-	-	
0006 DISPLAY CRASH RELATED DATA	41	14	11	5	5	26	-	
0009 COORDINATE AIRCREW/AIRCRAFT ACTIVITIES	48	10	10	3	47	8	2	
0010 CRITIQUE & DETERMINE MISSION REQUIREMENTS	25	6	7	2	78	24	-	
0011 COUNSEL AND ADVISE SUBORDINATES	30	20	69	46	46	18	26	
0012 CONSTRUCT SCHEDULES AND WORK ASSIGNMENTS	23	20	59	25	18	12	20	
0013 ANALYZE PROCEDURE & OPERATIONAL REPORTS	25	32	45	32	19	-	100	
0014 COORDINATE, WRITE & PROOF REPORTS & REGULATIONS	19	11	49	40	5	8	40	
0015 COORDINATE SECURITY PROGRAMS	18	8	39	20	3	6	30	
0016 MANAGE SUPPLIES	21	12	35	17	9	5	12	
0017 EVALUATE & ADMINISTER TRAINING	21	69	22	19	12	7	2	
0019 PREPARE & REVIEW COMMAND & SERVICE UNIQUE REPORTS 21	4	11	40	4	3	4		
0020 MGT OF SORTS REPORTS	18	5	10	80	2	-	3	
0021 COORDINATION OF STAFF ASSISTANCE VISITS	11	5	27	52	-	5	48	
0024 COORDINATE SEARCH & RESCUE ACTIVITIES	19	10	9	-	9	37	-	
0026 CRASH COMMUNICATIONS	46	17	13	7	3	4		

- Indicates less than 1 percent

witness destruction of classified or COMSEC materials  
 destroy COMSEC materials  
 annotate C2 message logs  
 implement C2 reaction checklists, such as rapid or quick reaction checklists  
 complete controller copy formats or checklists  
 inventory COMSEC publications, materials, or equipment  
 authenticate voice messages  
 conduct time checks  
 annotate message logs  
 operate secure voice communications systems

As the core job of this specialty, incumbents include a broad range of experience levels from technical school graduate to experienced craftsmen. The job is performed mostly by personnel in paygrades E-4 through E-7, and they average approximately 10 years' time in service.

This cluster contains five jobs--Strategic Command (STRATCOM), Wing level/HQ Controller, Status of Resources and Training System (SORTS)/COMSEC & Emergency Action Messages (EAMs), EAMs--that are distinguished from each other by the slightly different functions which they perform. However, the most distinct job in the cluster is the EAMs job, which is distinguished by time members spent performing tasks related to emergency action activities, such as building, copying, receiving, validating, encoding, and interpreting EAMs.

Representative modules comprising the majority of job time for this cluster are listed below. Accompanying the task module (TM) numbers and the module titles are: (1) the number of tasks included in the module, (2) sum of time spent by all members of the cluster performing tasks in the module, (3) cumulative time spent by the cluster as each module is added, and (4) average of percent members performing all tasks in each module. Refer to Appendix B to reference the tasks contained within each module.

TM	Module Title	No. of Tasks	Percent Sum	Time Spent Cumulative	Avg. Percent Members Perf.
0001	COMSEC, CHECKLIST AND PERFORMANCE	30	26	26	77
0002	ADMINISTRATE EAMs & VERIFY	15	11	37	69
0003	MAINTENANCE & SAFEGUARDING OF COMSEC MATERIALS	10	5	42	52

This table clearly shows the emphasis of general command and control tasks in this cluster, along with the slight distinction demonstrated by the EAMs job discussed above.

II. **TRAINING CLUSTER (STG125, N=43)**. The work of this cluster essentially involves ensuring that Command and Control personnel are adequately prepared to perform their job. Personnel in this job are assigned to the technical school at Keesler AFB and in the field at operational bases. Personnel at the technical school are primarily responsible for providing formal training to career ladder incumbents, while the other members of this cluster are responsible for providing on-the-job training (OJT). The OJT each worker receives is based on the job that they are performing. Thirty-two percent of the job time is spent on Duty D, Training, while another 18 percent is spent on Duty G, General Performing Command and Control Actions. Commonly performed tasks include:

- evaluate training needs
- evaluate progress of trainees
- conduct training meetings or briefings
- conduct OJT
- administer tape or scripted examinations
- administer tests, other than tape or scripted examinations
- develop training aids
- develop lesson plans
- write training reports
- develop STSs or course

Respondents holding this job average 12 years' time in service, comprising paygrades E-4 through E-7. Nineteen of the incumbents hold the 5-skill level, while the other 24 incumbents hold the 7-skill level.

Modules which reflect the training emphasis are as follows:

TM	Module Title	No. of Tasks	Percent Sum	Time Spent Cumulative	Avg. Percent Members Perf.
0117	EVALUATE & ADMINISTER TRAINING	20	30	30	75
0251	COMSEC, CHECKLIST AND PERFORMANCE	30	16	46	52
0222	ANALYZE PROCEDURE AND OPERATIONAL REPORTS	4	3	49	40

The table clearly shows the preeminent module for this job is a training module. The module data clearly shows the narrowly defined scope of this job, with members spending the majority of their time performing training-related functions.

III. **SUPERVISOR CLUSTER (STG57, N=117)**. Unlike the first two jobs above, personnel in this job primarily perform supervisory and management tasks, such as writing EPRs and counseling subordinates and relatively few technical tasks. Fifty-one percent of their job time is spent in Duties A through C--Organizing and Planning, Directing and Implementing, and Inspecting and Evaluating. Commonly performed tasks include:

- conduct procedural evaluations
- write regulations
- supervise Command and Control Specialists (AFSC 1C351)
- endorse enlisted performance reports (EPRs)
- evaluate personnel for compliance with performance or military standards
- plan or schedule work assignments
- estimate budget requirements
- supervise Command and Control Technicians (AFSC 1C371)
- establish performance standards for subordinates
- write recommendations for awards or decorations
- brief personnel on changes in work methods or procedures

Respondents holding this job are relatively experienced personnel averaging more than 18 years' time in service and reported being in paygrades E-5 and above. Fifty-eight percent of the respondents hold the 7-skill level, while 26 percent hold the 9-skill level, and 10 percent reported holding the CEM skill-level. Emphasis on the nontechnical aspects of this job are shown by the following modules:

TM	Module Title	No. of Tasks	Percent Sum	Time Spent Cumulative	Avg. Percent Members Perf.
0011	COUNSEL AND ADVISE SUBORDINATES	7	8	8	69
0012	CONSTRUCT SCHEDULES AND WORK ASSIGNMENTS	5	5	13	59
0014	COORDINATE, WRITE & PROOF REPORTS AND REGULATIONS	4	4	17	49
0013	ANALYZE PROCEDURE AND OPERATIONAL REPORTS	4	3	20	45
0015	COORDINATE SECURITY PROGRAMS	4	2	22	40
0016	MANAGE SUPPLIES	5	2	24	35
0003	MAINTENANCE AND SAFEGUARDING OF COMSEC MATERIALS	10	4	28	35
0001	COMSEC, CHECKLIST AND PERFORMANCE	30	9	37	29
0021	COORDINATION OF STAFF ASSISTANCE VISITS	5	2	39	27
0005	PREPARE BATTLE STAFF'S INFORMATION AND BRIEFINGS	4	1	40	27

The task module data shows that most of the job time spent is broadly distributed across a number of areas mainly handled by supervisors. Members clustered into three groups of supervisors that distinguished themselves as either Superintendents, Headquarters (HQ) Superintendents, or pure Unit Supervisors. They performed essentially the same tasks at different organizational levels.

**IV. STATUS OF RESOURCES AND TRAINING SYSTEM (SORTS) JOB (STG124, N=83).** This job primarily involves development and coordinating the status of resources and training system (SORTS) guides or formats. Much of the job time deals with writing, compiling, reviewing, revising, transmitting, and distributing SORTS reports. In this respect, 35 percent of their time is spent performing Duty I, Reporting Operational Activities. Common job titles for personnel in this job include SORTS Controller, SORTS Monitor, SORTS Analyst, SORTS Manager, and SORTS NCOIC. The job is distinguished by time members spend on the following tasks:

- review SORTS reports
- compile data for SORTS reports
- receive SORTS reports
- transmit SORTS reports

format operational reports  
 complete unit SORTS guides or formats  
 format SORTS reports  
 coordinate SORTS data with agencies such as operational  
     squadrons or wing commanders  
 determine reporting requirements for specific situations  
 compile data command unique reports

Respondents holding this job are predominantly junior personnel and a small number of more experienced personnel comprising paygrades E-3 through E-7. The members of this job average 12 years in service. Forty-six percent hold the 5-skill level, while 43 percent hold both the 7-skill level. The functions performed by members of this cluster are clearly represented by the following task modules:

TM	Module Title	No. of Tasks	Percent Sum	Time Spent Cumulative	Avg. Percent Members Perf.
0020	MGT OF SORTS REPORTS	12	24	24	81
0004	FIXED RESTORATION SOLDERING	8	9	33	63
0021	COORDINATION OF STAFF ASSISTANCE VISITS	5	4	37	52

The modules listed clearly illustrate the emphasis of this job on SORTS reports, however, module 0021 accounts for the element of supervision and management within the job. The module level data clearly displays the narrowly defined scope of this job.

**V. MISSION MANAGER CLUSTER (STG69, N=61).** This cluster of jobs, in addition to involving the general command and control activities, includes time supporting flying operations. Forty-six percent of their job time is spent reviewing and revising mission itineraries, monitoring mission progress, utilizing flight follow-up data, and relaying aircraft arrival and departure times to appropriate agencies. In addition to this, incumbents also perform supervisory tasks, such as the directing and coordinating flight following operations and coordinating mission activities with other US or foreign military service or agencies. Common job titles include: Mission Manager and Mission Monitor. All personnel of this cluster, except two, are assigned to Scott AFB under the authority of Air Mobility Command (AMC) and the Tanker Airlift Control Center (TACC). The following are typical tasks the members of this cluster perform:

relay foreign or diplomatic clearances to aircrews or appropriate agencies  
 relay aircraft maintenance status to appropriate agencies  
 determine mission deviation or delay types  
 coordinate prior permission required (PPR) requests with aircrews or base operations  
 update flight-following data  
 coordinate aircraft recalls or diversions with agencies such as control towers, base operations, or aircrews  
 coordinate air refueling missions, other than from airborne command posts, with agencies such as receiver units  
 verify aircraft call signs or numbers

Respondents in this job average 10 years' time in service. Personnel are in paygrades E-3 through E-7, 56 percent hold the 3-skill level, and 41 percent hold the 7-skill level. Three percent are in their first enlistment. Representative modules include:

TM	Module Title	No. of Tasks	Percent Sum	Time Spent Cumulative	Avg. Percent Members Perf.
0010	CRITIQUE AND DETERMINE MISSION REQUIREMENTS	6	18	18	78
0009	COORDINATE AIRCREW/AIRCRAFT ACTIVITIES	13	20	38	47

As can be noted in the table above, 38 percent of the members' job time is spent performing tasks within Task Modules 10 and 9, which are clearly oriented to the support of flying operations. Of the three jobs in the cluster, there is a group of NCOICs that is distinguished by the time members spend performing administrative functions, such as coordinating mission activities with other US or foreign military services. The group of mission managers within the cluster primarily deal solely with performing functions that support flying operations, while the other group has a broader base of responsibilities that include general command and control duties.

**VI. SEARCH AND RESCUE JOB (STG164, N=12)** This job is performed by less than 1 percent of the sample who spend 48 percent of their duty time performing General Command and Control Actions, 12 percent Supporting Flying Operations, and 11 percent Organizing and Planning. Incumbents of this limited job perform an average of 41 tasks. Their responsibilities include interpreting weather reports, forecasts, or warnings; and aeronautical charts, publications, or catalogues, and recording accident information. Members with this job are distinguished by the time they spend on the following tasks:

record search and rescue information  
 coordinate ground search and rescue operations with  
 agencies such as security police or air rescue squadrons  
 notify search and rescue units of accidents or incidents  
 conduct communications searches for overdue aircraft  
 plot search and rescue operations on maps or charts  
 request computer data displays  
 plot crash grid maps  
 relay weather information to aircrews or appropriate  
 agencies

Respondents in this job average 8 years' time in service. Eighty-three percent hold the 5-skill level, while 17 percent hold the 7-skill level; 17 percent are in paygrade E-6, while the rest are in paygrades E-3 to E-5. Representative modules for the Search and Rescue job include:

TM	Module Title	No. of Tasks	Percent Sum	Time Spent Cumulative	Avg. Percent Members Perf.
0024	COORDINATE SEARCH AND RESCUE ACTIVITIES	6	20	20	95
0026	CRASH COMMUNICATIONS	4	3	23	29
0001	COMSEC, CHECKLIST AND PERFORMANCE	30	21	44	29
0006	DISPLAY CRASH RELATED DATA	7	5	49	26

The specialization in Search and Rescue activities becomes apparent when referencing the module table. Members with this job spend a third of their time on task modules related to Search and Rescue activities and 20 percent of their time performing typical Command and Control tasks. This clearly accounts for the reported 50 percent of the job time spent performing Duty G.

**VII. INSPECTOR JOB (STG229, N=5).** This job is performed by a very small number of the survey sample. Incumbents perform an average of 30 tasks in this narrowly focused job. They report spending 75 percent of their duty time performing administrative activities, such as inspecting and evaluating, organizing and planning, and performing administrative actions. Typical tasks performed by the five members in this job include:

inspect or evaluate subordinate units  
 write inspection reports  
 review completed C2 forms or records for procedural correctness

- review inspection or operational reports
- evaluate timeliness and accuracy of C2 operations
- conduct procedural evaluations
- evaluate personnel for compliance with performance or military standards
- critique Guard or Reserve unit emergency action message (EAM) processing procedures
- schedule inspections
- plan inspection or exercises

Respondents performing this job are the most experienced group within the study, averaging 19 years' time in service. One member holds the 7-skill level, three hold the 9-skill level, and one holds the CEM-skill level. Two of the incumbents are in paygrade E-8, while the other three are distributed among paygrades E-5, E-7, and E-9. Representative modules include:

TM	Module Title	No. of Tasks	Percent Sum	Time Spent Cumulative	Avg. Percent Members Perf.
0013	ANALYZE PROCEDURE AND OPERATIONAL REPORTS	4	18	18	100
0021	COORDINATION OF STAFF ASSISTANCE VISITS	5	11	29	48
0014	COORDINATE, WRITE & PROOF REPORTS AND REGULATIONS	4	4	33	40
0015	COORDINATE SECURITY PROGRAMS	4	5	38	30

This table clearly illustrates the emphasis of this job on administrative activities, specifically inspecting and evaluating. Incumbents spend 22 percent of their total job time in Task Modules 13 and 14.

#### Comparison of Current Group Descriptions to Previous Study

The results of the specialty job analysis were compared to the previous OSR, dated April 1987. Table 6 lists the major jobs identified in the 1994 report and their equivalent jobs from the 1987 OSR. A review of the jobs performed by the current sample indicates that seven of the 1994 jobs were matched to similar jobs identified in the 1987 report, however, some of the jobs (SACCs Controllers, Victor Alert Controller IJT, Data Display Personnel IJT) identified in the previous study were without a corresponding match in the current job structure. This is primarily due to the abolishment of SAC, TAC, and MAC and the realignment of the career ladder in ACC and AMC.

TABLE 6  
SPECIALTY JOB COMPARISONS BETWEEN CURRENT AND 1987 SURVEYS

<u>CURRENT SURVEY</u>	<u>1987 SURVEY</u>
CONTROLLER CLUSTER	CONTROLLERS
-EAMS CONTROLLER JOB	EA CONTROLLERS
-COMSEC/EAMS CONTROLLER & SORTS JOB	
-COMMAND & CONTROL AND EA CONTROLLER JOB	
-STRATCOM CONTROLLER JOB	AIRBORNE FORCE STATUS CONTROLLERS
-WING LEVEL/HQ SUP JOB	TECHNICIAN SUPERVISORS
TRAINING CLUSTER	INSTRUCTOR PERSONNEL IJT
-UNIT TRAINING	
-TECH TRAINING	
SUPERVISOR CLUSTER	SUPERINTENDENTS
-SEARCH & RESCUE SUP JOB	
-NCOIC SUP JOB	
-SUPERINTENDENTS JOB	
SORTS JOB	REPORTS PERSONNEL
MISSION MANAGER CLUSTER	FLIGHT FOLLOWING CONTROLLERS
SEARCH AND RESCUE JOB	RESCUE CONTROLLERS IJT
INSPECTOR JOB	IG PERSONNEL
-	SACCs CONTROLLERS
-	DATA DISPLAY PERSONNEL IJT
-	VICTOR ALERT CONTROLLERS IJT

## ANALYSIS OF DAFSC GROUPS

An analysis of DAFSC groups, in conjunction with the analysis of the career ladder structure, is an important part of each occupational survey. The DAFSC analysis identifies differences in tasks performed at the various skill levels. This information may be used to evaluate how well career ladder documents, such as AFMAN 36-2108, Specialty Descriptions and the STS, reflect what career ladder personnel are actually doing in the field. The distribution of skill-level groups across the career ladder jobs is displayed in Table 7, while Table 8 offers another perspective by displaying percent time spent on each duty across the skill-level groups. A typical pattern of progression is noted within the Command and Control career ladder, with personnel at the 3-skill level spending most of their time on technical tasks. More relative time is spent on duties involving supervisory, managerial, and administrative tasks with the awarding of 5-, 7-, 9- and CEM-skill levels.

### Skill-Level Descriptions

**DAFSC 1C331:** The 60 airmen in the 3-skill level group, representing 4 percent of the survey sample, perform an average of 71 tasks. As shown in Table 8, they spend approximately 53 percent of their time performing general command and control activities and supporting flying operations, while 13 percent of their time is spent performing security actions. Examples of tasks likely to be performed by 3-skill level personnel include: conducting shift change briefings, annotating C2 controller logs, verifying aircraft call signs or numbers, and destroying classified materials, other than COMSEC materials. Other examples of common tasks performed by a majority of these airmen are shown in Table 9.

**DAFSC 1C351:** The 627 airmen in the 5-skill level group represent 46 percent of the total survey sample and perform an average of 84 tasks. Table 8 shows that 5-skill level personnel spend 45 percent of their relative job time performing duties which involve general command and control activities and the support of flying operations. The remaining 55 percent of time is spent on a broad range of technical and managerial tasks, as shown in Table 10. Although 5-skill level personnel spend almost half of their job time performing technical duties, it is the percent of job time spent on supervisory functions that distinguishes them from 3-skill level specialists. As is shown in Table 11, 5-skill members perform more supervisory tasks, such as evaluating progress of trainees, counseling trainees, establishing organizational policies, and conducting OJT.

**DAFSC 1C371:** Seven-skill level personnel represent 42 percent of the survey sample and perform an average of 93 tasks. Forty-two percent of their relative job time is spent on tasks in supervisory, managerial, training, and administrative duties (more than twice that of 5-skill level personnel). The remaining 58 percent of their time, as can be seen in Table 12, is dedicated to performing technical tasks, such as reproducing unclassified material, witnessing the destruction of classified or COMSEC materials, operating secure voice communications systems, and

**TABLE 7**  
**DISTRIBUTION OF MEMBERS BY DAFSC**  
**ACROSS CAREER LADDER JOBS**  
**(PERCENT)**

<b>JOB</b>	<b>1C331 (N=60)</b>	<b>1C351 (N=627)</b>	<b>1C371 (N=565)</b>	<b>1C391/00 (N=103)</b>
CONTROLLER CLUSTER	54	69	55	31
TRAINING CLUSTER	0	4	6	0
SUPERVISOR CLUSTER	0	1	12	41
SORTS JOB	7	6	6	5
MISSION MANAGER CLUSTER	3	5	4	0
SEARCH AND RESCUE JOB	0	2	0	0
INSPECTOR JOB	0	0	0	4
NOT GROUPED	36	13	17	19

TABLE 8  
TIME SPENT ON DUTIES BY MEMBERS OF DAFSC GROUPS  
(RELATIVE PERCENT OF JOB TIME)

DUTIES	1C331 (N=60)	1C351 (N=627)	1C371 (N=565)	1C391/00 (N=103)
A ORGANIZING AND PLANNING	6	6	12	23
B DIRECTING AND IMPLEMENTING	2	3	6	11
C INSPECTING AND EVALUATING	1	2	7	12
D TRAINING	1	4	8	5
E PERFORMING ADMINISTRATIVE ACTIONS	6	7	9	11
F PERFORMING SECURITY ACTIONS	13	14	13	11
G PERFORMING GENERAL COMMAND AND CONTROL ACTIONS	33	31	21	12
H PERFORMING EMERGENCY ACTIONS	8	9	7	4
I REPORTING OPERATIONAL ACTIVITIES	8	8	7	5
J SUPPORTING FLYING OPERATIONS	20	15	8	4
K SUPPORTING MISSILE OPERATIONS	*	*	*	*
L OPERATING FROM AIRBORNE COMMAND POSTS	*	*	*	*

\* Denotes less than 1 percent

TABLE 9  
REPRESENTATIVE TASKS PERFORMED BY  
DAFSC 1C331 PERSONNEL

TASKS	PERCENT MEMBERS PERFORMING (N=60)
G209 Conduct shift change briefings	83
G259 Perform radio or telephone patches	70
E148 Perform end-of-zulu-day changeovers	68
J375 Verify aircraft call signs or number	68
G198 Acknowledge receipt of C2 messages	68
H293 Receive EAMs	68
J363 Relay aircraft arrival or departure times to appropriate agencies	67
G244 Monitor crash phone nets	67
F197 Witness destruction of classified or COMSEC materials	67
G200 Annotate C2 controller logs	65
G199 Activate alerting systems, such as klazons, scramble bells, or base sirens	65
F186 Perform daily office security checks	65
F170 Destroy COMSEC materials	65
G265 Record accident or incident information	65
G253 Operate secure voice communications systems	63
F169 Destroy classified materials, other than COMSEC materials	62
G247 Monitor weather receiving equipment	62
E147 Perform end-of-month changeovers	62
G249 Operate duress systems	62
J359 Monitor flying schedules	60
A1 Brief personnel on changes in work methods or procedures	60
H298 Validate EAMs	58
J373 Update daily flying schedules	57
J374 Update flight-following data	57
J364 Relay aircraft maintenance status to appropriate agencies	57
G202 Authenticate voice messages	57
G210 Conduct time checks	57
F177 Inventory COMSEC publications, materials, or equipment	55
J334 Coordinate aircrew transportation requirements with transportation personnel	55
G238 Initiate telephone conferences	55
G233 Implement C2 reaction checklists, such as rapid or quick reaction checklists	53
G201 Annotate message logs	53

TABLE 10  
REPRESENTATIVE TASKS PERFORMED BY  
DAFSC 1C351 PERSONNEL

TASKS	PERCENT MEMBERS PERFORMING (N=627)
G209 Conduct shift change briefings	85
F197 Witness destruction of classified or COMSEC materials	76
G259 Perform radio or telephone patches	75
G200 Annotate C2 controller logs	74
F170 Destroy COMSEC materials	74
E147 Perform end-of-month changeovers	72
G253 Operate secure voice communications systems	71
G198 Acknowledge receipt of C2 messages	71
E148 Perform end-of-zulu-day changeovers	71
A1 Brief personnel on changes in work methods or procedures	71
F186 Perform daily office security checks	68
F169 Destroy classified materials, other than COMSEC materials	68
H293 Receive EAMs	68
F172 Document destruction of classified or COMSEC materials	67
F177 Inventory COMSEC publications, materials, or equipment	65
G201 Annotate message logs	63
G233 Implement C2 reaction checklists, such as rapid or quick reaction checklists	62
H298 Validate EAMs	62
G210 Conduct time checks	62
G265 Record accident or incident information	60
G249 Operate duress systems	60
G237 Implement pyramid alerts or recalls	59
H286 Implement EAM checklists	59
G238 Initiate telephone conferences	59
G244 Monitor crash phone nets	58
E154 Reproduce unclassified materials	56
H278 Complete controller copy formats or checklists	56
H280 Copy EAMs	56
J363 Relay aircraft arrival or departure times to appropriate agencies	56
H289 Interpret EAMs	54
G274 Update C2 status displays, charts, or boards	54
G232 Implement battle staff, contingency support staff, or crisis action team recalls	54
G247 Monitor weather receiving equipment	53

TABLE 11

TASKS WHICH BEST DIFFERENTIATE BETWEEN  
DAFSC 1C331 AND DAFSC 1C351 PERSONNEL  
(PERCENT MEMBERS PERFORMING)

TASKS	1C331 (N=60)	1C351 (N=627)	DIFFERENCE
G225 Disseminate emergency or accident information	30	52	-22
A8 Develop command and control (C2) checklists	23	42	-19
E154 Reproduce unclassified materials	38	56	-18
D96 Conduct on-the-job training (OJT)	22	39	-17
D112 Evaluate progress of trainees	5	22	-17
F172 Document destruction of classified or COMSEC materials	50	67	-17
G232 Implement battle staff, contingency support staff, or crisis action team recalls	37	54	-17
F181 Maintain classified publications, other than COMSEC publications or classified aircra materials	15	32	-17

TABLE 12  
REPRESENTATIVE TASKS PERFORMED BY  
DAFSC 1C371 PERSONNEL

TASKS	PERCENT MEMBERS PERFORMING (N=565)
A1 Brief personnel on changes in work methods or procedures	85
F169 Destroy classified materials, other than COMSEC materials	73
G209 Conduct shift change briefings	72
F197 Witness destruction of classified or COMSEC materials	69
F172 Document destruction of classified or COMSEC materials	66
G200 Annotate C2 controller logs	65
E154 Reproduce unclassified materials	65
G253 Operate secure voice communications systems	64
F170 Destroy COMSEC materials	63
F177 Inventory COMSEC publications, materials, or equipment	63
G198 Acknowledge receipt of C2 messages	61
F186 Perform daily office security checks	61
F193 Reproduce classified materials	61
E147 Perform end-of-month changeovers	59
B61 Orient newly assigned personnel	57
H293 Receive EAMs	57
E167 Write routine reports, correspondence, or messages	57
G259 Perform radio or telephone patches	56
E148 Perform end-of-zulu-day changeovers	56
A8 Develop command and control (C2) checklists	56
B42 Counsel subordinates on personal or military-related matters	55
G233 Implement C2 reaction checklists, such as rapid or quick reaction checklists	54
C69 Conduct performance feedback worksheet (PFW) evaluation sessions	53
G238 Initiate telephone conferences	53
H286 Implement EAM checklists	52
C87 Write EPRs	52
G227 Distribute messages	52
H298 Validate EAMs	52
A31 Participate in conferences or policy meetings	51
F194 Secure classified, COMSEC, or aircrew materials or equipment	51
C74 Evaluate personnel for compliance with performance or military standards	50

destroying COMSEC materials. Tasks which best distinguish 7-skill level personnel from their junior counterparts are presented in Table 13. As expected, the key difference is the higher percentage of 7-skill level members performing supervisory functions, such as counseling and evaluating personnel, writing EPRs and performance feedback worksheets, and establishing performance standards for subordinates.

**DAFSC 1C391/00 COMBINED:** Nine-/CEM-skill level personnel represent 7 percent of the survey sample and perform an average of 99 tasks. As expected, the majority of their time is spent on supervisory and management tasks. Commonly performed tasks are displayed in Table 14. Tasks which best distinguish 7-skill level members and 9-/CEM-skill level members are presented in Table 15. This table highlights the larger degree to which 9-/CEM-skill level members time is spent on supervisory and management functions.

#### Summary

A typical career ladder progression within the AFSC 1C3X1 career ladder is evident, with personnel at the 3-skill level spending the majority of their job time performing technical tasks. A moderate shift towards supervisory functions occurs at the 5-skill level, with members still spending more than 60 percent of their duty time performing technical functions. Personnel at the 7-skill level perform both technical and supervisory functions, with a relatively higher percentage of their time spent on supervisory duties as compared to the more junior personnel. The 9-/CEM-skill level are, almost exclusively, performing supervisory duties.

### **ANALYSIS OF AFMAN 36-2108 *SPECIALTY DESCRIPTIONS***

Survey data were compared to the AFMAN 36-2108 *Specialty Descriptions* for Command and Control Apprentices and Craftsmen, dated 30 April 1991. The descriptions for the 3-, 5-, and 7-skill levels were generally accurate, depicting the highly technical aspects of the job, as well as the increase in supervisory responsibilities previously described in the DAFSC analysis. The descriptions also capture the primary responsibilities of members identified by the job structure analysis process.

### **TRAINING ANALYSIS**

Occupational survey data are sources of information which can be used to assist in the development of relevant training programs for entry-level personnel. Factors used to evaluate entry-level Command and Control training include jobs being performed by first-enlistment

TABLE 13

TASKS WHICH BEST DIFFERENTIATE BETWEEN  
DAFSC 1C351 AND DAFSC 1C371 PERSONNEL  
(PERCENT MEMBERS PERFORMING)

TASKS	1C351 (N=627)	1C371 (N=565)	DIFFERENCE
C69 Conduct performance feedback worksheet (PFW) evaluation sessions	28	75	-47
B42 Counsel subordinates on personal or military-related matters	17	55	-38
C87 Write EPRs	16	52	-36
C74 Evaluate personnel for compliance with performance or military standards	17	50	-33
C89 Write recommendations for awards or decorations	7	39	-32
B64 Supervise Command and Control Specialists (AFSC 1C351)	15	45	-30
A26 Establish performance standards for subordinates	15	45	-30
A34 Plan or schedule work assignments	12	40	-28
A31 Participate in conferences or policy meetings	24	51	-27
A25 Establish organizational policies, such as standing operating procedures (SOPs) or operating instructions (OIs)	19	46	-27
B62 Schedule personnel for duty, temporary duty (TDY), leaves, or passes	7	33	-26
D93 Assign trainers or instructors	7	32	-25
D113 Evaluate training needs	17	42	-25
C78 Evaluate timeliness and accuracy of C2 operations	11	35	-24
B40 Assign personnel to duty positions	4	27	-23
B61 Orient newly assigned personnel	35	57	-22
A4 Determine personnel requirements	11	33	-22
E167 Write routine reports, correspondence, or messages	35	57	-22
B65 Supervise Command and Control Technicians (AFSC 1C371)	2	24	-22
A29 Establish work priorities	26	47	-21

TABLE 14  
REPRESENTATIVE TASKS PERFORMED BY DAFSC 1C391 AND CEM PERSONNEL

TASKS	PERCENT MEMBERS PERFORMING (N=103)
F193 Reproduce classified materials	63
F197 Witness destruction of classified or COMSEC materials	61
C84 Review inspection or operational reports	58
F185 Monitor personnel for eligibility of access to classified materials	57
A8 Develop command and control (C2) checklists	57
F172 Document destruction of classified or COMSEC materials	57
A3 Design status boards, graphs, or charts	56
F186 Perform daily office security checks	54
A19 Develop self-inspection programs	54
A22 Develop working agreements with user, maintenance, or communications organizations	54
A28 Establish supply requirements	53
C80 Endorse enlisted performance reports (EPRs)	52
C78 Evaluate timeliness and accuracy of C2 operations	52
F175 Implement secure area entry control procedures	52
C75 Evaluate personnel security requirements	50
A23 Establish administrative functions or message distribution systems	50
A33 Plan layouts of work areas or facilities	50
B58 Implement security programs, such as computer, physical, or administrative security programs	50
F170 Destroy COMSEC materials	50
B41 Coordinate staff reports with higher headquarters	49
B64 Supervise Command and Control Specialists (AFSC 1C351)	49
G206 Compile information for battle staff, contingency support staff, or crisis action team briefings	49
G217 Coordinate operations between battle staffs and C2 personnel	49
A9 Develop command post activities	49
F177 Inventory COMSEC publications, materials, or equipment	49
F196 Transport classified or COMSEC materials	49
D113 Evaluate training needs	48
C79 Evaluate workspace or equipment requirements	48
E125 Develop or update visual aids for briefings	47
G253 Operate secure voice communications systems	47

TABLE 15

TASKS WHICH BEST DIFFERENTIATE BETWEEN  
DAFSC 1C371 AND DAFSC 1C391/00 PERSONNEL  
(PERCENT MEMBERS PERFORMING)

TASKS			DIFFERENCE
	1C371 (N=565)	1C391/00 (N=68)	
E147 Perform end-of-month changeovers	58	23	35
E148 Perform end-of-zulu day changeovers	56	23	33
G209 Conduct shift change briefings	72	43	29
G200 Annotate C2 controller logs	65	45	20
B65 Supervise Command and Control Technicians (AFSC 1C371)	24	68	-44
A13 Develop job descriptions	26	68	-42
A4 Determine personnel requirements	33	74	-41
B40 Assign personnel to duty positions	27	67	-40
A30 Estimate budget requirements	19	58	-39
C89 Write recommendations for awards or decorations	39	75	-36
B62 Schedule personnel for duty, temporary duty (TDY), leaves, or passes	33	67	-34
B54 Draft changes to regulations	24	57	-33
A31 Participate in conferences or policy meetings	51	83	-32
C80 Endorse enlisted performance reports (EPRs)	21	52	-31
C75 Evaluate personnel security requirements	20	50	-30
A39 Write regulations	24	53	-29
A23 Establish administrative functions or message distribution systems	22	50	-28
B41 Coordinate staff reports with higher headquarters	21	49	-28
B67 Supervise military personnel, other than AFSC 1C3X1	15	42	-27
A22 Develop working agreements with user, maintenance, or communications organizations	27	54	-27
A33 Plan layouts of work areas or facilities	24	50	-27

personnel, overall distribution of first-enlistment personnel across career ladder jobs, percent first-job (1-24 months TAFMS) and first-enlistment (1-48 months TAFMS) members performing specific tasks, ratings of how much emphasis tasks should receive in formal training, and ratings of relative TD.

**First-Enlistment Personnel:** In this study, there are 199 AFSC 1C3X1 personnel in their first enlistment (1-48 months TAFMS), representing 15 percent of the survey sample. As displayed in Table 16, approximately 76 percent of their duty time is devoted to performing technical tasks. First-enlistment personnel spend the majority of their job time in three areas: performing general command and control activities (33 percent); support flying operations (21 percent); and performing security actions (14 percent). The vast majority of first-enlistment personnel are involved in general command and control activities. Table 17 shows typical tasks performed by first-enlistment personnel, most of which deal with technical tasks, such as performing radio or telephone patches, monitoring crash phone-nets, conducting shift change briefings, destroying COMSEC material, and verifying aircraft call signs or numbers. Table 18 shows the equipment items utilized by 30 percent or more of the first-job and first-enlistment AFSC 1C3X1 personnel. Within the groups identified in the **SPECIALTY JOBS** section of this report, first-enlistment personnel were present in six of the seven jobs.

**Training Emphasis (TE) and Task Difficulty (TD) Data:** TE and TD data are secondary task factors that can help training development personnel decide which tasks to emphasize for entry-level training. These ratings, based on the judgments of senior career ladder NCOs at operational units, provide a rank-ordering of those tasks considered important for first-enlistment airman training (TE) and a measure of the relative difficulty of those tasks (TD). When combined with data on the percentages of first-enlistment personnel performing tasks, comparisons can be made to determine if training adjustments are necessary. For example, tasks receiving high ratings on both task factors (TE and TD), accompanied by moderate to high percentages performing, may warrant resident training. Those tasks receiving high task factor ratings but low percentages performing may be more appropriately planned for OJT programs within the career ladder. Low task factor ratings may highlight tasks best omitted from training for first-enlistment personnel. These decisions must be weighed against percentages of personnel performing the tasks, command concerns, and criticality of the tasks.

To assist training development personnel, AFOMS developed a computer program that uses these task factors and the percentage of first-enlistment personnel performing tasks to produce Automated Training Indicators (ATI). ATI correspond to training decisions listed and defined in the Training Decision Logic Table found in Attachment 1, ATCR 52-22. ATI allows training developers to quickly focus attention on those tasks which are most likely to qualify for ABR course consideration. Tasks having the highest TE ratings are listed in Table 19. Included for each task are the percentage of first-job and first-enlistment personnel performing and the TD rating. As illustrated in Table 19, tasks with the highest TE ratings deal with copying, decoding, receiving, validating, and interpreting EAMs, implementing EAM checklists, and documenting the destruction of classified or COMSEC materials. These tasks are matched to the STS and POI and are performed by high percentages of first-job, first-enlistment personnel. Table 20 lists the tasks having the highest TD ratings. The percentage of first-enlistment, first-job, 5-, and 7-skill level

TABLE 16  
RELATIVE PERCENT OF TIME SPENT ACROSS DUTIES BY  
FIRST ENLISTMENT AFSC 1C3X1 PERSONNEL

DUTIES	PERCENT TIME SPENT
A ORGANIZING AND PLANNING	6
B DIRECTING AND IMPLEMENTING	3
C INSPECTING AND EVALUATING	1
D TRAINING	2
E PERFORMING ADMINISTRATIVE ACTIONS	6
F PERFORMING SECURITY ACTIONS	14
G PERFORMING GENERAL COMMAND AND CONTROL ACTIONS	33
H PERFORMING EMERGENCY ACTIONS	8
I REPORTING OPERATIONAL ACTIVITIES	6
J SUPPORTING FLYING OPERATIONS	21
K SUPPORTING MISSILE OPERATIONS	*
L OPERATING FROM AIRBORNE COMMAND POSTS	*

\* Denotes less than 1 percent

TABLE 17  
REPRESENTATIVE TASKS PERFORMED BY  
FIRST-ENLISTMENT PERSONNEL

TASKS	PERCENT MEMBERS PERFORMING (N=199)
G209 Conduct shift change briefings	85
G259 Perform radio or telephone patches	76
F170 Destroy COMSEC materials	73
G253 Operate secure voice communications systems	72
F197 Witness destruction of classified or COMSEC materials	71
E148 Perform end-of-zulu-day changeovers	70
G244 Monitor crash phone nets	67
J363 Relay aircraft arrival or departure times to appropriate agencies	66
G198 Acknowledge receipt of C2 messages	66
E147 Perform end-of-month changeovers	66
J375 Verify aircraft call signs or numbers	66
F186 Perform daily office security checks	65
H293 Receive EAMs	65
A1 Brief personnel on changes in work methods or procedures	64
G249 Operate duress systems	63
G265 Record accident or incident information	63
J364 Relay aircraft maintenance status to appropriate agencies	62
G247 Monitor weather receiving equipment	62
F172 Document destruction of classified or COMSEC materials	61
J359 Monitor flying schedules	60
G201 Annotate message logs	60
G210 Conduct time checks	60
F177 Inventory COMSEC publications, materials, or equipment	60
G199 Activate alerting systems, such as klaxons, scramble bells, or base sirens	59
F169 Destroy classified materials, other than COMSEC materials	58
H298 Validate EAMs	58
G238 Initiate telephone conferences	58
G202 Authenticate voice messages	58
J374 Update flight-following data	58
G267 Relay weather information to aircrews or appropriate agencies	58
H278 Complete controller copy formats or checklists	58
G233 Implement C2 reaction checklists, such as rapid or quick reaction checklists	56
G254 Operate tape recorders	56
J373 Update daily flying schedules	55

TABLE 18  
EQUIPMENT ITEMS USED BY MORE THAN 30 PERCENT OF FIRST JOB  
OR FIRST-ENLISTMENT PERSONNEL

EQUIPMENT	1C3X1 1ST JOB (N=64)	1C3X1 1ST ENL (N=199)
CONSOLES, COMMAND AND CONTROL	80	79
SECURE VOICE COMMUNICATION SYSTEMS	77	85
CONSOLES, TELEPHONE COMMUNICATIONS	73	75
COMMAND AND CONTROL RADIOS	72	72
PERSONAL COMPUTERS (PCs)	66	69
FACSIMILE MACHINES, NONSECURE	61	63
ENCRYPTION OR DECRYPTION DEVICES	59	62
AUTOMATIC WEATHER INFORMATION DISPLAY SYSTEMS (AWIDSs)	55	52
AUTOMATIC DIGITAL NETWORKS (AUTODINs)	58	57
PHONES, MULTILINE (MLPs)	52	63
KLAXONS, BASE ALERTING SYSTEMS/PUBLIC ADDRESS SYSTEMS	52	59
SARAHs/TEQCOMs	52	53
EMERGENCY POWER GENERATORS	47	57
COMMUNICATIONS TAPE RECORDERS	45	54
CLOSED CIRCUIT TVs	44	48
FACSIMILE MACHINES, SECURE	41	52
TELEPHONE COMMUNICATION CONSOLES	39	40
GLOBAL DECISION SUPPORT SYSTEMS (GDSSs)	39	35
PHONES, CELLULAR	31	36
MILITARY AIRLIFT INTEGRATED REPORTING SYSTEMS (MAIRSSs)	30	27

TABLE 19

## SAMPLE OF TASKS WITH HIGHEST TRAINING EMPHASIS RATINGS

TASKS	PERCENT MEMBERS PERFORMING			TSK DIFF
	TNG EMP/H	1ST JOB	1ST ENL	
H280 Copy EAMs	7.21	50	54	4.37
H281 Decode EAMs	7.16	45	55	5.03
H293 Receive EAMs	6.76	66	65	4.31
H298 Validate EAMs	6.58	53	58	5.80
H289 Interpret EAMs	6.55	48	51	6.30
H286 Implement EAM checklists	6.47	53	55	5.04
F172 Document destruction of classified or COMSEC materials	6.42	52	61	4.56
H282 Determine order of precedence for EAMs	6.34	41	44	5.91
G202 Authenticate voice messages	6.32	59	58	4.46
G200 Annotate C2 controller logs	6.21	59	67	3.80
F170 Destroy COMSEC materials	6.16	72	73	4.57
G199 Activate alerting systems, such as klazons, scramble bells, or base sirens	6.11	59	59	3.69
G198 Acknowledge receipt of C2 messages	6.11	61	66	2.99
G265 Record accident or incident information	6.08	63	63	4.08
G233 Implement C2 reaction checklists, such as rapid or quick reaction checklists	5.92	58	56	4.67
F169 Destroy classified materials, other than COMSEC materials	5.79	52	58	4.10
F177 Inventory COMSEC publications, materials, or equipment	5.71	63	60	4.10
G237 Implement pyramid alerts or recalls	5.68	42	52	4.38

TABLE 19 (CONTINUED)

## SAMPLE OF TASKS WITH HIGHEST TRAINING EMPHASIS RATINGS

TASKS	PERCENT MEMBERS			PERFORMING		
	TNG EMP/H	1ST JOB	1ST ENL	TSK DIFF	1ST ENL	TSK DIFF
H288 Implement or maintain two-person control procedures	5.68	34	41	5.30		
F176 Inventory classified materials, other than COMSEC materials	5.66	17	24	4.12		
H278 Complete controller copy formats or checklists	5.66	56	58	4.96		
F187 Perform emergency destructions of classified or COMSEC materials	5.61	19	24	5.30		
H290 Maintain or use nonsealed authentication systems	5.61	28	36	5.65		
G260 Plot crash grid maps	5.50	38	43	3.92		
F188 Perform emergency evacuations of classified or COMSEC materials	5.47	28	26	5.42		
G232 Implement battle staff, contingency support staff, or crisis action team recalls	5.42	41	49	4.41		
G225 Disseminate emergency or accident information	5.39	36	46	5.36		
F197 Witness destruction of classified or COMSEC materials	5.37	66	71	3.13		
G253 Operate secure voice communications systems	5.34	66	72	3.82		

TE MEAN = 2.39 S.D. = 1.64 (High = 4.03)

TD MEAN = 5.00 S.D. = 1.00

TABLE 20

## SAMPLE OF TASKS WITH HIGHEST TASK DIFFICULTY RATINGS

TASKS	PERCENT MEMBERS PERFORMING						TNG EMPH
	TSK DIFF	1ST JOB	1ST ENL	1C351	1C371		
A39 Write regulations	7.74	3	6	10	24	.79	
E166 Write or modify computer programs	7.59	5	5	7	12	.63	
D103 Develop command and control career development course (CDC) materials	7.51	5	4	1	4	.79	
D107 Develop resident course programs	7.43	3	2	1	4	.63	
A10 Develop computer program design requests	7.34	6	7	7	14	.61	
D102 Develop emergency war order (EWO) training programs	7.25	3	3	1	4	.42	
D108 Develop specialty training standards (STSs) or course training standards (CTSSs)	7.23	3	2	2	8	1.00	
A16 Develop operations plans (OPLANS)	7.15	3	5	5	7	.95	
A30 Estimate budget requirements	6.99	3	5	6	20	.66	
B53 Direct wing-level command post activities	6.95	9	13	12	20	1.74	
C86 Write civilian performance ratings or supervisory appraisals	6.92	3	2	1	2	.42	
A15 Develop operations orders (OPORDs)	6.88	5	6	4	5	.95	
A37 Plan space operations in support of National Aeronautics and Space Administration (NASA)	6.86	5	5	3	4	.37	
A11 Develop exercise or contingency plan checklists	6.84	11	11	15	30	1.05	
L403 Monitor status of single integrated operations plan (SIOP) forces	6.80	2	3	1	3	1.16	
L398 Direct aircraft mission executions from airborne command posts	6.78	2	2	1	2	.66	
D104 Develop lesson plans	6.71	3	6	11	23	1.53	
A24 Establish operational readiness criteria	6.67	5	9	7	12	.71	
B46 Direct command-level command center activities	6.61	3	4	10	17	1.05	
G229 Establish C2 facilities and procedures at deployed sites	6.61	5	9	9	12	1.71	
A32 Plan inspections or exercises	6.61	3	6	11	30	1.18	
D106 Develop lesson plans	6.59	3	5	8	22	1.34	
L397 Coordinate emergency situations with national command authority (NCA)	6.59	2	3	1	2	1.24	
A5 Develop air tasking orders (ATOs) or daily tasking orders (DTOs)	6.56	8	6	5	6	.66	

TD MEAN = 5.00 S.D. = 1.00  
 TE MEAN = 2.39 S.D. = 1.64 (High = 4.03)

personnel performing, and TE rating are also included for each task. Most tasks with high TD ratings are management, training and supervisory functions and are performed by quite low percentages of first-job, first-enlistment, 5- and 7-skill level members, and have low TE ratings. Various lists of tasks, accompanied by TE and TD ratings are contained in the TRAINING EXTRACT package and should be reviewed in detail by technical school personnel. For a more detailed explanation of TE and TD ratings, see Task Factor Administration in the **SURVEY METHODOLOGY** section of this report.

**Specialty Training Standard (STS):** Technical school personnel from the 335 TTS/TTMQOA, Keesler AFB MS, matched JI tasks to sections and subsections of the Command and Control Specialty STS and to the ABR1C331 POI. Listings of the STS and POI were then produced showing tasks matched, percent members performing the tasks, and TE and TD ratings for each matched task. These listings are included in the Training Extract sent to the school for review. Criteria set forth in AETCR 52-22, paragraph 3b(2), were used to review the relevance of each STS entry that had inventory tasks matched to it. Any entry with matched tasks performed by 20 percent or more first-job, first-enlistment, 5-, or 7-skill level members is considered to be supported and should be part of the STS.

Paragraphs 1 through 8 deal with general topics of security, supervision, training, technical publications, and management and were not reviewed. Paragraphs 9 through 12 cover the technical aspects of the career ladder. Using standard AETC criteria and percentages of first-job, first-enlistment, 5-, and 7-skill level members performing matched tasks, all but three entries are supported by survey data. Two of the three unsupported entries were in paragraph 10-FLYING OPERATIONS and included procedures (10c(2)) and coordination with other agencies (10d). The other unsupported entry was 9a and deals operating radios. The unsupported entries, with accompanying survey data, are listed in Table 21. There is only one technical task performed by more than 20 percent of all respondents that is not matched to any STS element. This task deals with operating emergency generators and has a fairly high TE rating (3.68), with over 40 percent members performing at the 3- and 5-skill level and 29 percent members performing at the 7-skill level. Training personnel and SMEs should consider this unreferenced task to assure proper training is available.

**Plan of Instruction (POI):** JI tasks were matched to learning objectives in POI E3ABR1C331-005 and E3ABR1C331-006, dated 14 January 1994, with assistance from technical school SMEs. The method employed was similar to that of the STS analysis. The data examined included percent of first-job and first-enlistment personnel performing TE and TD ratings. ATI for each task was also reviewed. POI blocks, units of instruction, and learning objectives were compared to the standards set forth in Attachment 1, ATCR 52-22, dated 17 February 1989 (30 percent or more of the criterion first-job or first-enlistment group members performing tasks, along with sufficiently high TE and TD ratings on those tasks). By this guidance, learning objectives in the course which do not meet these criteria should be considered for elimination from the formal course, if not justified on some other basis. Review of the tasks

TABLE 21

## EXAMPLES OF STS ITEMS NOT SUPPORTED BY OSR DATA

STS REFERENCE/TASKS	PERCENT MEMBERS PERFORMING					
	3LVL		1ST PROF CODE		5-SKILL ENL (N=199)	
	COURSE PROF CODE	TNG EMPH	1ST ENL (N=627)	7-SKILL LEVEL (N=565)	TSK DIFF	
0080 9a. Operate radios	2b					
L409 Relay advisories to aircraft from airborne command posts			1.05	2	1	4.22
L410 Relay advisories to ground facilities			.92	2	2	4.22
0097 10c(2). Procedures	A					
G203 Brief operations personnel on rescue or reconnaissance operations or procedures		2.00	13	10	10	5.58
0098 10d. Coordinate with other agencies	2b					
B50 Direct rescue coordination center (RCC) activities		1.24	7	5	3	6.51
G215 Coordinate ground search and rescue operations with agencies such as security police or air rescue squadrons		1.97	14	14	9	5.79

TD MEAN = 5.00 S.D. = 1.00  
 TE MEAN = 2.39 S.D. = 1.64 (HIGH = 4.03)

matched to the POI reveals that, of the 62 matched learning objectives, one was not supported by OSR data. The unsupported learning objective is in Block 2, Introduction to Operational Reports and focuses on identifying requirements for preparing Status of Resources and Training System (SORTS) reports. This objective is displayed in Table 22, along with the accompanying JI task and survey data.

Five technical tasks performed by over 30 percent of first-enlistment personnel were not matched to the POI. These tasks included operating emergency generators, acknowledgment receipt of C2 messages, copying of non-emergency action messages (non-EAMs), inputting routine messages, and the implementation or maintenance of two-person control procedures. In addition to many members performing these functions, several of these tasks are rated high in TE. Training personnel and SMEs should review these unreferenced tasks to determine if training should be provided in the formal course.

## **JOB SATISFACTION ANALYSIS**

An examination of job satisfaction indicators can give managers a better understanding of factors that may affect the job performance of career ladder airmen. Therefore, the survey booklet included questions about job interest, perceived utilization of talents and training, sense of accomplishment from work, and reenlistment intentions. The responses to the current survey sample were then analyzed by making several comparisons: (1) among TAFMS groups of the AFSC 1C3X1 career ladder and a comparative sample of personnel from other recently surveyed Command Control systems specialties, (2) between current and previous survey TAFMS groups, and (3) across the cluster and jobs identified in the **SPECIALTY JOBS** section of this report.

Table 23 compares first-enlistment (1-48 months TAFMS), second-enlistment (49-96 months TAFMS), and career (97+ months TAFMS) group data to corresponding enlistment groups from other Command and Control systems AFSCs surveyed during the previous calendar year. These data give a relative measure of how the job satisfaction of AFSC 1C3X1 personnel compares with similar Air Force specialties. Command and Control personnel reported lower job satisfaction indicators than members of the comparative sample. Overall satisfaction for all three TAFMS groups is relatively low. The percentages of less than satisfied responses in these comparisons reflect a career ladder where personnel appear to be somewhat dissatisfied with their jobs. An indication of changes in job satisfaction perceptions within the career ladder is provided in Table 24, which present TAFMS group data for 1994 survey respondents and data from respondents to the last OSR of the career ladder in 1987 (AFSC 274X0). Generally, perceptions of job satisfaction have remained constant for all TAFMS groups when compared to the AFSC 274X0 sample. First-enlistment personnel have lower expressed job interest, while second-enlistment personnel show an increase in expressed job interest and reenlistment intentions. Career group personnel show an increase for plans of retirement. Overall, job satisfaction has remained stable within the career ladder.

TABLE 22

## EXAMPLES OF POI OBJECTIVES NOT SUPPORTED BY OSR DATA

POI OBJECTIVES/TASKS	PERCENT MEMBERS PERFORMING			
	TNG EMPH	1ST JOB (N=64)	1ST ENL (N=199)	ATI DIFF
0029 II 2b Identify requirements for preparing status of Resources and Training System (SORTS) reports. Meas: W				
I302 Compile data for SORTS reports		4.61	13	16
I315 Receive SORTS reports	3.45	13	17	11
				6.48
			7	4.42

TE MEAN = 2.39 S.D. = 1.64 (High = 4.03)

TD MEAN = 5.00 S.D. = 1.00

TABLE 23

COMPARISON OF JOB SATISFACTION INDICATORS FOR TAFMS  
GROUPS IN CURRENT SURVEY TO A COMPARATIVE SAMPLE  
(PERCENT MEMBERS RESPONDING)

	1-48 MOS TAFMS			49-96 MOS TAFMS			97+ MOS TAFMS		
	COMP		COMP		COMP		COMP		COMP
	1C3X1 (N=199)	SAMPLE (N=600)	1C3X1 (N=253)	SAMPLE (N=525)	1C3X1 (N=903)	SAMPLE (N=1,021)	1C3X1 (N=903)	SAMPLE (N=1,021)	1C3X1 (N=903)
<u>EXPRESSED JOB INTEREST:</u>									
INTERESTING	65	90	66	89	71	77			
SO-SO	19	7	20	8	15	14			
DULL	15	3	13	3	14	9			
<u>PERCEIVED USE OF TALENTS:</u>									
FAIRLY WELL TO PERFECT	68	89	71	91	73	84			
NONE TO VERY LITTLE	32	11	29	9	27	16			
<u>PERCEIVED USE OF TRAINING:</u>									
FAIRLY WELL TO PERFECT	84	97	75	94	72	87			
NONE TO VERY LITTLE	16	3	25	6	28	13			
<u>SENSE OF ACCOMPLISHMENT FROM JOB:</u>									
SATISFIED	63	85	60	86	64	74			
NEUTRAL	20	7	14	8	11	9			
DISSATISFIED	17	8	26	6	25	17			
<u>REENLISTMENT INTENTIONS:</u>									
YES OR PROBABLY YES	56	68	75	76	69	76			
NO OR PROBABLY NO	44	32	25	24	8	8			
WILL RETIRE	0	0	0	0	23	16			

TABLE 24

COMPARISON OF JOB SATISFACTION INDICATORS FOR  
 TAFMS GROUPS IN CURRENT SURVEY TO PREVIOUS SURVEY  
 (PERCENT MEMBERS RESPONDING)

	1-48 MOS TAFMS			49-96 MOS TAFMS			97+ MOS TAFMS		
	1994 (N=199)	1987 (N=270)	1994 (N=253)	1987 (N=326)	1994 (N=903)	1987 (N=897)	1994 (N=903)	1987 (N=897)	
<u>EXPRESSED JOB INTEREST:</u>									
INTERESTING	65	72	66	65	71	76			
SO-SO	19	14	20	16	15	11			
DULL	15	14	13	19	14	13			
<u>PERCEIVED USE OF TALENTS:</u>									
FAIRLY WELL TO PERFECT	68	70	71	72	73	75			
NONE TO VERY LITTLE	32	30	29	28	27	25			
<u>PERCEIVED USE OF TRAINING:</u>									
FAIRLY WELL TO PERFECT	84	83	75	76	72	75			
NONE TO VERY LITTLE	16	16	25	24	28	25			
<u>REENLISTMENT INTENTIONS:</u>									
YES OR PROBABLY YES	56	64	75	69	69	77			
NO OR PROBABLY NO	44	36	25	31	8	10			
WILL RETIRE	0	0	0	0	23	13			

Table 25 presents job satisfaction data for incumbents, with the major jobs identified in the career ladder structure for AFSC 1C3X1. An examination of these data may reveal indications of concern to functional managers. Job satisfaction indicators for the specialty job groups suggest that members of the Training cluster, Supervisor cluster, SORTS job, and the Search and Rescue job are most satisfied. Members expressing the least amount of satisfaction were found in the Controller cluster, the Mission Manager cluster, and the Inspector job, which constitute 65 percent of the total survey sample.

## IMPLICATIONS

As explained in the **INTRODUCTION**, this survey was conducted primarily to provide training personnel with current information on the Command and Control career ladder for use in reviewing current training programs and training documents. The data compiled from this survey support the current structure of the AFSC 1C3X1 career ladder. The present classification structure, as described by the AFMAN 36-2108 Specialty Descriptions, accurately portrays the jobs in this study. Analysis of career ladder documents indicates both the STS and POI contain a few unsupported line items and learning objectives. A few of the unsupported areas in both documents are directly related (CEMs and reconciliation procedures) and should be reviewed to determine if their inclusion in future revisions of these documents is warranted. Overall, job satisfaction responses were lower than those of a comparative sample of similar Air Force personnel surveyed in 1994.

TABLE 25

JOB SATISFACTION INDICATORS FOR JOBS  
(PERCENT MEMBERS RESPONDING)

	CONTROLLER (STG64)	TRAINING (STG125)	SUPERVISOR (STG57)	SORTS (STG124)	MISSION MANAGER (STG69)	SEARCH AND RESCUE (STG164)	INSPECTOR (STG229)
<u>EXPRESSED JOB INTEREST:</u>							
INTERESTING	70	63	85	75	62	83	80
SO-SO	16	19	8	18	15	8	20
DULL	14	18	7	7			
<u>PERCEIVED USE OF TALENTS:</u>							
FAIRLY WELL TO PERFECT	71	74	90	84	62	67	60
NONE TO VERY LITTLE	29	26	10	16			
<u>PERCEIVED USE OF TRAINING:</u>							
FAIRLY WELL TO PERFECT	78	66	83	75	66	33	60
NONE TO VERY LITTLE	22	34	17	25			
<u>SENSE OF ACCOMPLISHMENT FROM JOB:</u>							
SATISFIED	61	70	80	71	62	83	60
NEUTRAL	13	5	10	11	28	17	40
DISSATISFIED	25	25	9	18			
<u>REENLISTMENT INTENTIONS:</u>							
YES OR PROBABLY YES	72	74	52	71	79	50	80
NO OR PROBABLY NO	16	9	7	18	10	8	20
WILL RETIRE	12	17	41	11			

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**APPENDIX A**

**REPRESENTATIVE TASKS PERFORMED BY  
MEMBERS OF CAREER LADDER JOBS**

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TABLE A1  
CONTROLLER CLUSTER  
(STG64)

TASKS	PERCENT PERFORMING
G209 Conduct shift change briefings	95
F197 Witness destruction of classified or COMSEC materials	92
F170 Destroy COMSEC materials	89
G200 Annotate C2 controller logs	89
G198 Acknowledge receipt of C2 messages	88
H293 Receive EAMs	88
G253 Operate secure voice communications systems	86
F172 Document destruction of classified or COMSEC materials	85
E147 Perform end-of-month changeovers	85
F177 Inventory COMSEC publications, materials, or equipment	84
G259 Perform radio or telephone patches	84
E148 Perform end-of-zulu-day changeovers	82
H298 Validate EAMs	82
H286 Implement EAM checklists	82
G233 Implement C2 reaction checklists, such as rapid or quick reaction checklists	82
F169 Destroy classified materials, other than COMSEC materials	79
A1 Brief personnel on changes in work methods or procedures	79
G210 Conduct time checks	78
G201 Annotate message logs	77
G249 Operate duress systems	76
H280 Copy EAMs	76
F186 Perform daily office security checks	76
G265 Record accident or incident information	75
G238 Initiate telephone conferences	75
G237 Implement pyramid alerts or recalls	75
H281 Decode EAMs	74
H278 Complete controller copy formats or checklists	74
H289 Interpret EAMs	74
G202 Authenticate voice messages	72
G232 Implement battle staff, contingency support staff, or crisis action team recalls	72
E154 Reproduce unclassified materials	70
G244 Monitor crash phone nets	69

TABLE A2  
TRAINING CLUSTER  
(STG125)

TASKS	PERCENT PERFORMING
D97 Conduct qualification or certification training	93
D99 Conduct training meetings or briefings	93
D92 Administer tests, other than tape or scripted examinations	90
D118 Plan training meetings	90
A1 Brief personnel on changes in work methods or procedures	90
D110 Develop tests, other than tape or scripted examinations	86
D113 Evaluate training needs	86
D112 Evaluate progress of trainees	86
D114 Evaluate training programs	83
D96 Conduct on-the-job training (OJT)	83
D106 Develop qualification or certification training programs	81
D115 Maintain training records, such as OJT, mobility, controller qualification, or controller certification records	81
D101 Counsel trainees on training progress or problems	81
D93 Assign trainers or instructors	79
D111 Develop training aids	77
D91 Administer tape or scripted examinations	77
G209 Conduct shift change briefings	77
B61 Orient newly assigned personnel	74
F197 Witness destruction of classified or COMSEC materials	72
D104 Develop lesson plans	70
F186 Perform daily office security checks	70
F169 Destroy classified materials, other than COMSEC materials	70
F177 Inventory COMSEC publications, materials, or equipment	67
F170 Destroy COMSEC materials	67
D109 Develop tape or scripted examinations	65
G200 Annotate C2 controller logs	65
G198 Acknowledge receipt of C2 messages	63
E154 Reproduce unclassified materials	60
F193 Reproduce classified materials	60

**TABLE A3**  
**SUPERVISOR CLUSTER**  
**(STG57)**

TASKS	PERCENT PERFORMING
A1 Brief personnel on changes in work methods or procedures	94
A31 Participate in conferences or policy meetings	82
C74 Evaluate personnel for compliance with performance or military standards	76
B42 Counsel subordinates on personal or military-related matters	75
F169 Destroy classified materials, other than COMSEC materials	75
E167 Write routine reports, correspondence, or messages	74
C87 Write EPRs	74
A25 Establish organizational policies, such as standing operating procedures (SOPs) or operating instructions (OIs)	73
C69 Conduct performance feedback worksheet (PFW) evaluation sessions	73
C71 Conduct self-inspections or spot checks	71
A29 Establish work priorities	70
A26 Establish performance standards for subordinates	69
B61 Orient newly assigned personnel	69
C89 Write recommendations for awards or decorations	68
A4 Determine personnel requirements	67
A21 Develop work methods or procedures	66
B62 Schedule personnel for duty, temporary duty (TDY), leaves, or passes	63

TABLE A4

SORTS JOB  
(STG124)

TASKS	PERCENT PERFORMING
I319 Review SORTS reports	98
I302 Compile data for SORTS reports	96
I323 Transmit SORTS reports	96
I315 Receive SORTS reports	95
I312 Format SORTS reports	92
I321 Revise unit SORTS guides or formats	88
F193 Reproduce classified materials	87
E127 Develop SORTS guides or formats	87
I304 Complete unit SORTS guides or formats	86
F169 Destroy classified materials, other than COMSEC materials	86
I306 Coordinate SORTS data with agencies such as operational squadrons or wing commanders	83
C72 Conduct staff assistance visits	72
C71 Conduct self-inspections or spot checks	72
I300 Compile data for operational reports	71
F193 Reproduce classified materials	69
I307 Determine reporting requirements for specific situations	67
A31 Participate in conferences or policy meetings	66
C90 Write staff assistance visit reports	66
I299 Compile data for command unique reports	66
I322 Transmit reports, other than SORTS reports	64
I308 Distribute reports	63
A29 Establish work priorities	61
A21 Develop work methods or procedures	61
A38 Plan staff assistance visits	60
I317 Review operational reports	59
I314 Receive reports, other than SORTS reports	58
I310 Format operational reports	55

TABLE A5

MISSION MANAGER CLUSTER  
(STG69)

TASKS	PERCENT PERFORMING
J368 Revise mission itineraries	92
J365 Relay foreign or diplomatic clearances to aircrews or appropriate agencies	90
J364 Relay aircraft maintenance status to appropriate agencies	79
G209 Conduct shift change briefings	79
J367 Review mission itineraries or flight plans	75
J363 Relay aircraft arrival or departure times to appropriate agencies	73
J360 Monitor mission progress	72
J352 Determine mission deviation or delay types	70
A2 Coordinate mission activities with other US or foreign military services or civilian agencies	69
A1 Brief personnel on changes in work methods or procedures	69
J344 Coordinate prior permission required (PPR) requests with aircrews or base operations	67
J374 Update flight-following data	62
G259 Perform radio or telephone patches	62
J331 Coordinate aircraft recalls or diversions with agencies such as control towers, base operations, or aircrews	76
G211 Coordinate aircraft maintenance requests with maintenance personnel	61
J328 Coordinate air refueling missions, other than from airborne command posts, with agencies such as receiver units	61
G272 Update computer data bases	57
J375 Verify aircraft call signs or numbers	57
J366 Request foreign or diplomatic clearances	56
J330 Coordinate aircraft parking, maintenance, or refueling with enroute or destination stations	54
C87 Write EPRs	52

TABLE A6  
SEARCH AND RESCUE JOB  
(STG164)

TASKS	PERCENT PERFORMING
G215 Coordinate ground search and rescue operations with agencies such as security police or air rescue squadrons	100
G248 Notify search and rescue units of accidents or incidents	100
G224 Direct ground search and rescue team operations	100
G266 Record search and rescue information	92
A2 Coordinate mission activities with other US or foreign military services or civilian agencies	92
G208 Conduct communication searches for overdue aircraft	92
G261 Plot search and rescue operations on maps or charts	92
G209 Conduct shift change briefings	83
E148 Perform end-of-day-zulu changeovers	83
A1 Brief personnel on changes in work methods or procedures	83
J360 Monitor mission progress	75
G265 Record accident or incident information	75
G203 Brief operations personnel on rescue or reconnaissance operations or procedures	75
B50 Direct rescue coordination center (RCC) activities	75
G240 Interpret aeronautical charts, publications, or catalogues	67
G259 Perform radio or telephone patches	67
G254 Operate tape recorders	67
G269 Request special weather reports at time of accidents or incidents	58
E167 Write routine reports, correspondence, or messages	50
G267 Relay weather information to aircrews or appropriate agencies	50
B57 Implement safety programs	50
J365 Relay foreign or diplomatic clearances to aircrews	50
A3 Design status boards, graphs, or charts	50

TABLE A7

INSPECTOR JOB  
(STG229)

TASKS	PERCENT PERFORMING
C81 Inspect or evaluate subordinate units	100
C88 Write inspection reports	100
C83 Review completed C2 forms or records for procedural correctness	100
C84 Review inspection or operational reports	100
C78 Evaluate timeliness and accuracy of C2 operations	100
C70 Conduct procedural evaluations	100
C74 Evaluate personnel for compliance with performance or military standards	100
I317 Review operational reports	80
C73 Critique Guard or Reserve unit emergency action message (EAM) processing procedures	60
C79 Evaluate workspace or equipment requirements	60
C77 Evaluate security programs	60
C75 Evaluate personnel security requirements	60
A32 Plan inspections or exercises	60
E125 Develop or update visual aids for briefings	60
E154 Reproduce unclassified materials	60
E129 Edit routine reports or correspondence	60
B54 Draft changes to regulations	60
C85 Schedule inspections	60
A31 Participate in conferences or policy meetings	60
I319 Review SORTS reports	40
C71 Conduct self-inspections	40
C72 Conduct staff assistance visits	40
A3 Design status boards, graphs, or charts	40
F186 Perform daily office security checks	40
H276 Build EAMs	40
C76 Evaluate required operation capability (ROC) of equipment	40
E167 Write routine reports, correspondence, or messages	40
A14 Develop operations displays	20
I314 Receive reports, other than SORTS reports	20
I300 Compile data for operational reports	20
D96 Conduct on-the-job training (OJT)	20
I322 Transmit reports, other than SORTS reports	20

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**APPENDIX B**  
**LISTING OF MODULES AND TASK STATEMENTS**

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These Task Modules (TMs) were developed in order to organize and summarize the extensive task information for this specialty. The TMs were derived by statistical clustering of the tasks in terms of which tasks are performed by the same incumbents. For example, if an individual performs one emergency action task, the probability is very high that he or she also will perform other emergency action tasks (see TM002). Thus, the group of emergency action tasks can be considered a "natural group" of associated or related tasks. The statistical clustering generally approximates these "natural groupings."

The title of each TM is our best estimate as to the generic subject content of the group of tasks. The TMs are useful for organizing the task data into meaningful units and as a way to concisely summarize the extensive job data. However, TMs are only one way to organize the information. Other strategies may also be valid.

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#### Listing of Module Statements

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- 0001 COMSEC, Checklist & Performance
- 0002 Administrate EAMs & Verify Messages
- 0003 Maintenance & Safeguarding of COMSEC materials
- 0004 Administer SORTS & Operational Reports
- 0005 Prepare Battle Staff's information & Briefings
- 0006 Display Crash Related Data
- 0007 Copy & Transmit NON-EAMs
- 0008 Run Alerting Systems & Communicate EAMs
- 0009 Coordinate Aircrew/Aircraft activities
- 0010 Critique & Determine Mission Requirements
- 0011 Counsel and Advise Subordinates
- 0012 Construct Schedule's and Work Assignments
- 0013 Analyze Procedure & Operational Reports
- 0014 Coordinate, Write & Proof Reports & Regulations
- 0015 Coordinate Security Programs
- 0016 Manage Supplies
- 0017 Evaluate & Administer Training
- 0018 Develop & Revise Excercise Chklst. & Cntrllr. Copy Formats
- 0019 Prepare & Review Command & Service Unique Reports
- 0020 Mgt. of Sorts Reports
- 0021 Coordination of Staff Assistance Visits
- 0022 Mgt. of C2 Facility Kits
- 0023 Build & Maintain Deployment Kits & Procedures
- 0024 Coordinate Search & Rescue Activities
- 0025 Coordinate flying support activities w/appropriate agencie
- 0026 Crash Communications
- 0027 Direct & Control EWO Activities
- 0028 Coordinate Missile Movements, Maintenance, & Excercise
- 0029 Direct & Control Airborne Comm. Post Activities
- 0030 Post & Prepare Airborne Comm. Post OPORDS & FRAG Orders
- 0031 Tasks not referenced

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0001 COMSEC, Checklist & Performance

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- 1 E147 Perform end-of-month changeovers
- 2 E148 Perform end-of-zulu-day changeovers
- 3 F169 Destroy classified materials, other than COMSEC materials
- 4 F170 Destroy COMSEC materials
- 5 F172 Document destruction of classified or COMSEC materials
- 6 F177 Inventory COMSEC publications, materials, or equipment
- 7 F186 Perform daily office security checks
- 8 F197 Witness destruction of classified or COMSEC materials
- 9 G198 Acknowledge receipt of C2 messages
- 10 G199 Activate alerting systems, such as klaxons, scramble bells, or base sirens
- 11 G200 Annotate C2 controller logs
- 12 G201 Annotate message logs
- 13 G207 Complete equipment checks
- 14 G209 Conduct shift change briefings
- 15 G210 Conduct time checks
- 16 G225 Disseminate emergency or accident information
- 17 G232 Implement battle staff, contingency support staff, or crisis action team recalls
- 18 G233 Implement C2 reaction checklists, such as rapid or quick reaction checklists
- 19 G237 Implement pyramid alerts or recalls
- 20 G238 Initiate telephone conferences
- 21 G241 Interpret weather reports, forecasts, or warnings
- 22 G244 Monitor crash phone nets
- 23 G247 Monitor weather receiving equipment
- 24 G249 Operate duress systems
- 25 G253 Operate secure voice communications systems
- 26 G254 Operate tape recorders
- 27 G259 Perform radio or telephone patches
- 28 G265 Record accident or incident information
- 29 G267 Relay weather information to aircrews or appropriate agencies
- 30 G274 Update C2 status displays, charts, or boards

---

0002 Administrate EAMs & Verify Messages

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- 1 F184 Maintain two-person integrity
- 2 G202 Authenticate voice messages
- 3 G245 Monitor record copy alerting systems
- 4 G246 Monitor voice alerting systems
- 5 G275 Validate record copy messages
- 6 H278 Complete controller copy formats or checklists
- 7 H280 Copy EAMs
- 8 H281 Decode EAMs
- 9 H282 Determine order of precedence for EAMs
- 10 H286 Implement EAM checklists
- 11 H288 Implement or maintain two-person control procedures
- 12 H289 Interpret EAMs
- 13 H290 Maintain or use nonsealed authentication systems
- 14 H293 Receive EAMs
- 15 H298 Validate EAMs

---

0003 Maintenance & Safeguarding of COMSEC materials

---

- 1 F178 Issue or turn in classified, COMSEC, or aircrew materials
- 2 F181 Maintain classified publications, other than COMSEC publications or classified aircrew materials
- 3 F182 Maintain COMSEC publications, materials, or equipment
- 4 F183 Maintain cryptographic documents or equipment
- 5 F185 Monitor personnel for eligibility of access to classified materials
- 6 F190 Prepare COMSEC inventory sheets
- 7 F191 Receive classified, COMSEC, or aircrew materials
- 8 F194 Secure classified, COMSEC, or aircrew materials or equipment
- 9 F195 Set COMSEC keying codes
- 10 F196 Transport classified or COMSEC materials

---

0004 Administer SORTS & Operational Reports

---

- 1 I299 Compile data for command unique reports
- 2 I300 Compile data for operational reports
- 3 I307 Determine reporting requirements for specific situations
- 4 I308 Distribute reports
- 5 I310 Format operational reports
- 6 I314 Receive reports, other than SORTS reports
- 7 I317 Review operational reports
- 8 I322 Transmit reports, other than SORTS reports

---

0005 Prepare Battle Staff's information & Briefings

---

- 1 E150 Prepare battle staff, contingency support staff, or crisis action team rooms for briefings
- 2 G206 Compile information for battle staff, contingency support staff, or crisis action team briefings
- 3 G217 Coordinate operations between battle staffs and C2 personnel
- 4 G273 Update crisis action team or battle staff data

---

0006 Display Crash Related Data

---

- 1 G226 Disseminate hazardous cargo information
- 2 G250 Operate emergency generators
- 3 G252 Operate secondary crash phone nets
- 4 G260 Plot crash grid maps
- 5 G263 Post notices-to-airmen (NOTAMs)
- 6 G264 Post weather information
- 7 G269 Request special weather reports at time of accidents or incidents

---

0007 Copy & Transmit NON-EAMs

---

- 1 G220 Copy non-emergency action messages (non-EAMs)
- 2 G221 Decode non-EAMs
- 3 G228 Encode non-EAMs
- 4 G271 Transmit non-EAMs

---

0008 Run Alerting Systems & Communicate EAMs

---

- 1 G251 Operate record copy alerting systems
- 2 G255 Operate voice alerting systems
- 3 H276 Build EAMs
- 4 H285 Encode EAMs
- 5 H297 Transmit EAMs

---

**0009 Coordinate Aircrew/Aircraft activities**

---

- 1 G211 Coordinate aircraft maintenance requests with maintenance personnel
- 2 J328 Coordinate air refueling missions, other than from airborne command posts, with agencies such as receiver units
- 3 J330 Coordinate aircraft parking, maintenance, or refueling with enroute or destination stations
- 4 J331 Coordinate aircraft recalls or diversions with agencies such as control towers, base operations, or aircrews
- 5 J334 Coordinate aircrew transportation requirements with transportation personnel
- 6 J339 Coordinate flying schedules with appropriate agencies
- 7 J341 Coordinate local aircraft parking with base agencies
- 8 J359 Monitor flying schedules
- 9 J363 Relay aircraft arrival or departure times to appropriate agencies
- 10 J364 Relay aircraft maintenance status to appropriate agencies
- 11 J373 Update daily flying schedules
- 12 J374 Update flight-following data
- 13 J375 Verify aircraft call signs or numbers

---

**0010 Critique & Determine Mission Requirements**

---

- 1 J344 Coordinate prior permission required (PPR) requests with aircrews or base operations
- 2 J352 Determine mission deviation or delay types
- 3 J360 Monitor mission progress
- 4 J365 Relay foreign or diplomatic clearances to aircrews or appropriate agencies
- 5 J367 Review mission itineraries or flight plans
- 6 J368 Revise mission itineraries

---

**0011 Counsel and Advise Subordinates**

---

- 1 A26 Establish performance standards for subordinates
- 2 B42 Counsel subordinates on personal or military-related matters
- 3 B64 Supervise Command and Control Specialists (AFSC 27450)
- 4 C69 Conduct performance feedback worksheet (PFW) evaluation sessions
- 5 C74 Evaluate personnel for compliance with performance or military standards
- 6 C87 Write EPRs
- 7 C89 Write recommendations for awards or decorations

---

**0012 Construct Schedule's and Work Assignments**

---

- 1 A4 Determine personnel requirements
- 2 A9 Develop command post activities schedules
- 3 A13 Develop job descriptions
- 4 A34 Plan or schedule work assignments
- 5 B62 Schedule personnel for duty, temporary duty (TDY), leaves , or passes

---

**0013 Analyze Procedure & Operational Reports**

---

- 1 C70 Conduct procedural evaluations
- 2 C78 Evaluate timeliness and accuracy of C2 operations
- 3 C83 Review completed C2 forms or records for procedural correctness
- 4 C84 Review inspection or operational reports

---

**0014 Coordinate, Write & Proof Reports & Regulations**

---

- 1 A39 Write regulations
- 2 B41 Coordinate staff reports with higher headquarters
- 3 B54 Draft changes to regulations
- 4 E129 Edit routine reports or correspondence

---

**0015 Coordinate Security Programs**

---

- 1 A36 Plan security programs, such as computer, physical, or administrative security programs
- 2 B58 Implement security programs, such as computer, physical, or administrative security programs
- 3 C75 Evaluate personnel security requirements
- 4 C77 Evaluate security programs

---

**0016 Manage Supplies**

---

- 1 A28 Establish supply requirements
- 2 E131 Initiate requests for additions, deletions, or movements of equipment
- 3 E135 Inventory supplies or equipment
- 4 E152 Process work orders
- 5 E153 Procure supplies or equipment

---

0017 Evaluate & Administer Training

---

- 1 D91 Administer tape or scripted examinations
- 2 D92 Administer tests, other than tape or scripted examinations
- 3 D93 Assign trainers or instructors
- 4 D97 Conduct qualification or certification training
- 5 D99 Conduct training meetings or briefings
- 6 D100 Conduct training programs, other than OJT, qualification, or certification training
- 7 D101 Counsel trainees on training progress or problems
- 8 D104 Develop lesson plans
- 9 D105 Develop OJT programs
- 10 D106 Develop qualification or certification training programs
- 11 D109 Develop tape or scripted examinations
- 12 D110 Develop tests, other than tape or scripted examinations
- 13 D111 Develop training aids
- 14 D112 Evaluate progress of trainees
- 15 D113 Evaluate training needs
- 16 D114 Evaluate training programs
- 17 D115 Maintain training records, such as OJT, mobility, controller qualification, or controller certification records
- 18 D117 Plan OJT programs
- 19 D118 Plan training meetings
- 20 D119 Schedule personnel for specialized training

---

0018 Develop & Revise Exercise Chklist. & Cntrllr. Copy Formats

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- 1 A11 Develop exercise or contingency plan checklists
- 2 E162 Update exercise or contingency plan checklists
- 3 G214 Coordinate exercises, such as BROKEN ARROWS, with agencies such as wing inspectors general (IGs) or fire departments
- 4 H284 Develop controller copy formats or checklists
- 5 H287 Implement emergency war plan exercises
- 6 H296 Revise controller copy formats or checklists

---

0019 Prepare & Review Command & Service Unique Reports

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- 1 I301 Compile data for service unique reports
- 2 I309 Format command unique reports
- 3 I311 Format service unique reports
- 4 I316 Review command unique reports
- 5 I318 Review service unique reports

---

0020 Mgt. of Sorts Reports

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- 1 E126 Develop reporting guides or formats, other than status of resources and training system (SORTS) guides or formats
- 2 E127 Develop SORTS guides or formats
- 3 I302 Compile data for SORTS reports
- 4 I303 Complete unit reporting guides or formats, other than SORTS guides or formats
- 5 I304 Complete unit SORTS guides or formats
- 6 I306 Coordinate SORTS data with agencies such as operational squadrons or wing commanders
- 7 I312 Format SORTS reports
- 8 I315 Receive SORTS reports
- 9 I319 Review SORTS reports
- 10 I320 Revise unit reporting guides or formats, other than SORTS guides or formats
- 11 I321 Revise unit SORTS guides or formats
- 12 I323 Transmit SORTS reports

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0021 Coordination of Staff Assistance Visits

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- 1 A38 Plan staff assistance visits
- 2 C72 Conduct staff assistance visits
- 3 C81 Inspect or evaluate subordinate units
- 4 C88 Write inspection reports
- 5 C90 Write staff assistance visit reports

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0022 Mgt. of C2 Facility Kits

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- 1 E121 Build alternate C2 facility kits
- 2 E133 Inventory alternate C2 facility kits
- 3 E138 Maintain alternate C2 facility kits
- 4 E139 Maintain C2 facility access lists
- 5 G242 Maintain alternate C2 facilities

---

0023 Build & Maintain Deployment Kits & Procedures

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- 1 E122 Build deployment, dispersal, or mobility kits
- 2 E134 Inventory deployment, dispersal, or mobility kits
- 3 E140 Maintain deployment, dispersal, or mobility kits
- 4 G229 Establish C2 facilities and procedures at deployed sites

---

0024 Coordinate Search & Rescue Activities

---

- 1 G208 Conduct communications searches for overdue aircraft
- 2 G215 Coordinate ground search and rescue operations with agencies such as security police or air rescue squadrons
- 3 G224 Direct ground search and rescue team operations
- 4 G248 Notify search and rescue units of accidents or incidents
- 5 G261 Plot search and rescue operations on maps or charts
- 6 G266 Record search and rescue information

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0025 Coordinate flying support activities w/appropriate agencies

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- 1 J336 Coordinate deviation waivers with agencies such as hospitals, squadron commanders, or aircrews
- 2 J337 Coordinate flight checks with agencies such as operational squadrons, maintenance control, or aircrew scheduling
- 3 J340 Coordinate generation flow plans with agencies like maintenance control, squadron operations, or air traffic cntrl
- 4 J346 Coordinate removal of disabled aircraft from runways with agencies such as fire departments or base operations
- 5 J347 Coordinate runway, taxiway, or ramp sweepings with base operations
- 6 J362 Process flight plans

---

0026 Crash Communications

---

- 1 G250 Operate emergency generators
- 2 G252 Operate secondary crash phone nets
- 3 G260 Plot crash grid maps
- 4 G269 Request special weather reports at time of accidents or incidents

---

0027 Direct & Control EWO Activities

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- 1 D102 Develop aircrew emergency war order (EWO) training programs
- 2 D116 Participate in aircrew EWO certifications
- 3 E136 Issue aircrew EWO training materials
- 4 E155 Research aircrew EWO currency requirements

---

**0028 Coordinate Missile Movements, Maintenance, & Exercise**

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- 1 K377 Coordinate missile exercises with agencies such as maintenance control, plans offices, or wing inspectors
- 2 K378 Coordinate missile movements with agencies such as security police or maintenance control
- 3 K379 Coordinate missile site medical emergencies with agencies such as maintenance control or hospitals
- 4 K381 Implement missile exercises
- 5 K382 Monitor missile communication status displays
- 6 K383 Monitor missile movements
- 7 K384 Monitor or update road or work conditions for crews in transit to missile fields
- 8 K385 Notify appropriate agencies that alert changeover has been accomplished
- 9 K386 Relay missile field weather information to missile crews
- 10 K387 Relay missile maintenance status to headquarters or missile capsules
- 11 K389 Update missile status displays
- 12 K390 Verify weapons system target verification numbers

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**0029 Direct & Control Airborne Comm. Post Activities**

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- 1 B45 Direct airborne command post activities
- 2 L391 Brief airborne battle staffs or airborne emergency actions officers (AEAOs)
- 3 L397 Coordinate emergency situations with national command authority (NCA)
- 4 L398 Direct aircraft mission executions from airborne command posts
- 5 L399 Maintain airborne command post mission kits
- 6 L400 Maintain alert status
- 7 L401 Monitor aircraft from airborne command posts
- 8 L403 Monitor status of single integrated operations plan (SIOP) forces
- 9 L404 Participate in mission planning meetings
- 10 L413 Update airborne command post flight display maps
- 11 L414 Verify airborne command post mission call signs

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**0030 Post & Prepare Airborne Comm. Post OPORDS & FRAG Orders**

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- 1 L392 Clear incoming aircrew personnel for flying
- 2 L405 Post airborne command post mission FRAG orders
- 3 L406 Post airborne command post mission OPORDs
- 4 L407 Prepare airborne command post mission FRAG orders
- 5 L408 Prepare airborne command post mission OPORDs

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0031 Tasks not referenced

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- 1 A1 Brief personnel on changes in work methods or procedures
- 2 A2 Coordinate mission activities with other US or foreign military services or civilian agencies
- 3 A3 Design status boards, graphs, or charts
- 4 A5 Develop air tasking orders (ATOs) or daily tasking orders (DTOs)
- 5 A6 Develop classified or communications security (COMSEC) materials emergency destruction plans
- 6 A7 Develop classified or COMSEC materials emergency evacuation plans
- 7 A8 Develop command and control (C2) checklists
- 8 A10 Develop computer program design requests
- 9 A12 Develop fragmentary (FRAG) orders
- 10 A14 Develop operations displays
- 11 A15 Develop operations orders (OPORDs)
- 12 A16 Develop operations plans (OPLANs)
- 13 A17 Develop organizational or functional charts
- 14 A18 Develop Quality Air Force programs
- 15 A19 Develop self-inspection programs
- 16 A20 Develop stage crew management procedures
- 17 A21 Develop work methods or procedures
- 18 A22 Develop working agreements with user, maintenance, or communications organizations
- 19 A23 Establish administrative functions or message distribution systems
- 20 A24 Establish operational readiness criteria
- 21 A25 Establish organizational policies, such as standing operating procedures (SOPs) or operating instructions (OIs)
- 22 A27 Establish publications requirements, other than COMSEC publications
- 23 A29 Establish work priorities
- 24 A30 Estimate budget requirements
- 25 A31 Participate in conferences or policy meetings
- 26 A32 Plan inspections or exercises
- 27 A33 Plan layouts of work areas or facilities
- 28 A35 Plan safety programs
- 29 A37 Plan space operations in support of National Aeronautics and Space Administration (NASA)
- 30 B40 Assign personnel to duty positions
- 31 B43 Develop alert or recall rosters
- 32 B44 Develop flight-following schedules or logs
- 33 B46 Direct command-level command center activities
- 34 B47 Direct flight-following operations
- 35 B48 Direct group-level command post activities
- 36 B49 Direct munitions support squadron (MUNSS) activities
- 37 B50 Direct rescue coordination center (RCC) activities
- 38 B51 Direct tanker airlift control center (TACC) activities
- 39 B52 Direct tanker airlift control element (TALCE) activities
- 40 B53 Direct wing-level command post activities
- 41 B55 Implement deployed stage crew management actions
- 42 B56 Implement Quality Air Force programs

43 B57 Implement safety programs  
 44 B59 Implement suggestion programs  
 45 B60 Monitor personnel reliability programs (PRPs)  
 46 B61 Orient newly assigned personnel  
 47 B63 Supervise Apprentice Command and Control Specialists (AFSC 27430)  
 48 B65 Supervise Command and Control Technicians (AFSC 27470)  
 49 B66 Supervise Command and Control Superintendents (AFSC 27490)  
 50 B67 Supervise military personnel, other than AFSC 274X0  
 51 B68 Supervise civilian personnel  
 52 C71 Conduct self-inspections or spot checks  
 53 C73 Critique Guard or Reserve unit emergency action message (EAM) processing procedures  
 54 C76 Evaluate required operation capability (ROC) of equipment  
 55 C79 Evaluate workspace or equipment requirements  
 56 C80 Indorse enlisted performance reports (EPRs)  
 57 C82 Interview prospective retrainee applicants  
 58 C85 Schedule inspections  
 59 C86 Write civilian performance ratings or supervisory appraisals  
 60 D94 Complete USAF technical training graduate evaluation forms or questionnaires  
 61 D95 Conduct battle staff support team training  
 62 D96 Conduct on-the-job training (OJT)  
 63 D98 Conduct resident course classroom training  
 64 D103 Develop command and control career development course (CDC) materials  
 65 D107 Develop resident course programs  
 66 D108 Develop specialty training standards (STSSs) or course training standards (CTSSs)  
 67 D120 Write training reports  
 68 E123 Coordinate OPLANS or regulations with base agencies  
 69 E124 Develop address indicator groups (AIGs)  
 70 E125 Develop or update visual aids for briefings  
 71 E128 Distribute FRAG orders  
 72 E130 Initiate personnel action requests, such as AF Forms 2096 (Classification/On-The-Job Training Action)  
 73 E132 Initiate temporary duty (TDY) orders  
 74 E137 Issue charts, maps, or other publications to aircrews, other than training materials  
 75 E141 Maintain flight information publications (FLIPs)  
 76 E142 Maintain foreign clearance guides  
 77 E143 Maintain or update AIGs  
 78 E144 Maintain or update standby, pyramid alert, or recall rosters  
 79 E145 Maintain unclassified regulations, publications, or technical orders  
 80 E146 Monitor briefing schedules  
 81 E149 Perform office-of-record documentation actions  
 82 E151 Process OPORDs  
 83 E154 Reproduce unclassified materials  
 84 E156 Review augmentee recall procedures  
 85 E157 Review chart updating manuals (CHUMs) for changes  
 86 E158 Review qualifications of controllers selected for TDYs  
 87 E159 Route joint service support agreements for coordination  
 88 E160 Test augmentee recall procedures  
 89 E161 Update cargo schedules  
 90 E163 Update flight orders

91 E164 Update report suspense boards  
 92 E165 Update suspense files  
 93 E166 Write or modify computer programs  
 94 E167 Write routine reports, correspondence, or messages  
 95 F168 Coordinate reproduction of classified materials with agencies such as base reproduction or publishing offices  
 96 F171 Determine secure compartmented information (SCI) personnel requirements  
 97 F173 Establish COMSEC publications, materials, or equipment requirements  
 98 F174 Implement duress system procedures  
 99 F175 Implement secure area entry control procedures  
 100 F176 Inventory classified materials, other than COMSEC materials  
 101 F179 Maintain accountability of top secret materials, publications, or equipment  
 102 F180 Maintain classified aircrew materials  
 103 F187 Perform emergency destructions of classified or COMSEC materials  
 104 F188 Perform emergency evacuations of classified or COMSEC materials  
 105 F189 Perform top secret materials audits  
 106 F192 Report security violations  
 107 F193 Reproduce classified materials  
 108 G203 Brief operations personnel on rescue or reconnaissance operations or procedures  
 109 G204 Change SLFCS antenna positions  
 110 G205 Change survivable low frequency communications system (SLFCS) frequencies  
 111 G212 Coordinate Department of Energy shipment security requirements with military or civilian law enforcement agencies  
 112 G213 Coordinate drug enforcement agency operations with agencies such as federal or state law enforcement agencies  
 113 G216 Coordinate nuclear weapons movements with agencies such as base operations or control towers  
 114 G218 Coordinate protocol requirements with protocol sections  
 115 G219 Coordinate space operations with NASA  
 116 G222 Determine order of precedence for C2 messages  
 117 G223 Determine SLFCS receiver site communication codes  
 118 G227 Distribute messages  
 119 G230 Establish or implement emergency conferences  
 120 G231 Fire small arms weapons  
 121 G234 Implement exercise or contingency plan procedures  
 122 G235 Implement FRAG orders  
 123 G236 Implement OPORDs  
 124 G239 Input routine messages  
 125 G240 Interpret aeronautical charts, publications, or catalogues  
 126 G243 Maintain small arms weapons  
 127 G256 Perform general operator upkeep of C2 equipment  
 128 G257 Perform liaison actions with foreign air traffic control agencies  
 129 G258 Perform operator maintenance on C2 vehicles  
 130 G262 Plot weather maps  
 131 G268 Request computer data displays  
 132 G270 Review formats of automated command and control system messages received from other agencies  
 133 G272 Update computer data bases  
 134 H277 Complete aircrew action sheets

135 H279 Conduct practice or actual scrambles

136 H283 Develop aircrew copy formats or checklists

137 H291 Maintain or use permissive action link (PAL) cards

138 H292 Maintain or use sealed authentication systems

139 H294 Research aircrew action sheets

140 H295 Revise aircrew copy formats or checklists

141 I305 Coordinate reports with agencies such as base operational squadrons or military personnel flights

142 I313 Implement increased reporting procedures

143 J324 Compile daily sortie count data

144 J325 Conduct aircrew briefings

145 J326 Confirm flight schedules match with flight plans

146 J327 Coordinate aeromedical evacuation aircraft priority requirements with agencies like control towers or hospitals

147 J329 Coordinate aircraft clearance information with agencies such as air traffic control facilities or base operations

148 J332 Coordinate aircraft security requirements with military or civilian agencies

149 J333 Coordinate aircrew meals or lodging requirements with agencies such as in-flight kitchens or billeting offices

150 J335 Coordinate customs inspections with customs officials

151 J338 Coordinate flight operations with military or civilian agencies

152 J342 Coordinate low-level route missions with agencies such as strategic training, range sites, or air traffic control

153 J343 Coordinate passenger or cargo loading or unloading with agencies such as base operations, supply, or transportation

154 J345 Coordinate range activities with range control or other personnel

155 J348 Correct military airlift integrated reporting system (MAIRS) messages

156 J349 Deconflict air refueling tracks

157 J350 Deconflict low-level routes

158 J351 Deconflict range activities

159 J353 Disseminate runway condition information

160 J354 Distribute flying schedules

161 J355 Implement aircrew legal-for-alert procedures

162 J356 Interpret flight orders

163 J357 Interpret flying weather minimums

164 J358 Monitor aircraft generation status

165 J361 Plot flight-following maps

166 J366 Request foreign or diplomatic clearances

167 J369 Schedule air refueling missions

168 J370 Schedule low-level route missions

169 J371 Schedule range activities

170 J372 Transmit aircraft clearance information to appropriate agencies

171 K376 Coordinate dispatch of missile crews or maintenance personnel to missile fields with agencies such as maint control

172 K380 Develop missile crew copy formats or checklists

173 K388 Revise missile crew copy formats or checklists

174 L393 Coordinate aeronautical orders with military personnel flights (MPFs)

175 L394 Coordinate air refueling missions from airborne command posts with agencies such as receiver units

- 176 L395 Coordinate air traffic control actions from airborne command posts with agencies such as air traffic control
- 177 L396 Coordinate aircraft recovery operations from airborne command posts with agencies such as aircraft recovery teams
- 178 L402 Monitor status of flying personnel
- 179 L409 Relay advisories to aircraft from airborne command posts
- 180 L410 Relay advisories to ground facilities
- 181 L411 Schedule aircrew members for life support continuation training
- 182 L412 Schedule ground training requirements for aircrew members

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